

Managing Criminal Investigations



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MONTGOMERY COUNTY, MARYLAND, DEPARTMENT OF POLICE

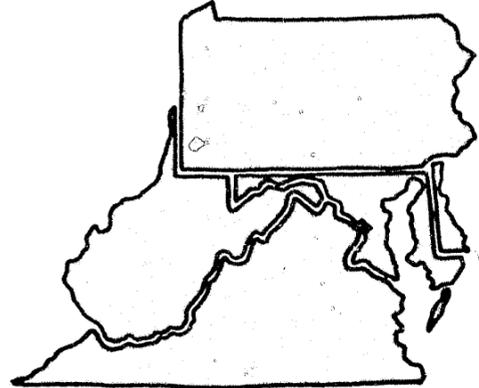
MANAGING CRIMINAL INVESTIGATIONS

REGIONAL TECHNOLOGY TRANSFER CONFERENCE

AND

FIELD TEST REPORT

JUNE 1 AND 2, 1978



REGIONAL TECHNOLOGY TRANSFER CONFERENCE

JUNE 1978

DEPARTMENT OF POLICE
Montgomery County, Maryland

Chief Robert J. diGrazia
Director of Police

LEAA GRANT
NO. 76-NI-03-0005

85100



Department of Police

MONTGOMERY COUNTY, MARYLAND

2350 RESEARCH BOULEVARD, ROCKVILLE, MARYLAND 20850

WELCOME

TO THE MONTGOMERY COUNTY DEPARTMENT OF POLICE
MANAGING CRIMINAL INVESTIGATIONS'
TECHNOLOGY TRANSFER CONFERENCE

WE ANTICIPATE THAT THE NEXT TWO DAYS WILL BE AS REWARDING TO YOUR
RESPECTIVE DEPARTMENTS AS THE MANAGING CRIMINAL INVESTIGATIONS
EXPERIMENT HAS BEEN TO US.

IF WE CAN ASSIST IN ANY MANNER IN MAKING YOUR STAY MORE BENEFICIAL,
PLEASE CONTACT US PERSONALLY.


CHIEF ROBERT J. DIGRAZIA
DIRECTOR OF POLICE

CONFERENCE AGENDA

JUNE 1, 1978

10:00 AM - 12:00 PM.

REGISTRATION

12:00 PM - 1:00 PM

LUNCH BREAK

1:00 PM - 2:00 PM

WELCOMING ADDRESS

CHIEF ROBERT J. DI GRAZIA
DIRECTOR OF POLICE

INVESTIGATIVE PROCESS: OVERVIEW

MAJOR T. THEAR, CHIEF
FIELD SERVICES BUREAU

MANAGING CRIMINAL INVESTIGATIONS: OVERVIEW
DISTRICT COMMANDER'S PERSPECTIVE

CAPTAIN D. W. SWEAT
SILVER SPRING DISTRICT
(M.C.I. PROJECT COORDINATOR)

2:00 PM - 2:15 PM

COFFEE BREAK

2:15 PM - 3:00 PM

OVERVIEW: GOALS AND OBJECTIVES OF THE MONTGOMERY
COUNTY DEPARTMENT OF POLICE, MANAGING
CRIMINAL INVESTIGATIONS PROJECT

LT. JAMES D. LEE

3:00 PM - 3:15 PM

COFFEE BREAK

3:15 PM - 5:00 PM

IMPROVING - PATROL FUNCTION: OVERVIEW

SGT. DONALD HARPER

5:00 PM - 7:00 PM

COCKTAIL PARTY (CASH BAR)

7:30 PM

DINNER

CONFERENCE AGENDA

JUNE 2, 1978

8:00 AM - 9:00 AM CONTINENTAL BREAKFAST

9:00 AM - 10:00 AM CASE SCREENING OVERVIEW
SGT. DONALD HARPER

10:00 AM - 10:15 AM COFFEE BREAK

10:15 AM - 11:00 AM MANAGING CONTINUED INVESTIGATIONS: OVERVIEW
SGT. DONALD HARPER

11:00 AM - 11:15 AM COFFEE BREAK

11:15 AM - 12:00 PM POLICE PROSECUTOR RELATIONS
MR. ROBERT MACFARLANE

12:00 PM - 12:30 PM MONITORING/EVALUATION SYSTEM
MR. ROBERT MACFARLANE

12:30 PM - 1:00 PM M.C.I.: NATIONAL OVERVIEW

1:00 PM CLOSING REMARKS
CAPTAIN O. W. SWEAT

LUNCHEON

CONFERENCE PROGRAM

JUNE 1, 1978

REGISTRATION

WELCOMING ADDRESS

CHIEF ROBERT J. DI GRAZIA
DIRECTOR OF POLICE

INVESTIGATIVE PROCESS: OVERVIEW

MAJOR T. THEAR, CHIEF
FIELD SERVICES BUREAU

MANAGING CRIMINAL INVESTIGATIONS: OVERVIEW
DISTRICT COMMANDER'S PERSPECTIVE

CAPTAIN O. W. SWEAT, COMMANDER
SILVER SPRING DISTRICT
(M.C.I. PROJECT COORDINATOR)

OVERVIEW: GOALS AND OBJECTIVES OF THE MONTGOMERY COUNTY DEPARTMENT
OF POLICE, MANAGING CRIMINAL INVESTIGATIONS PROJECT

LT. JAMES D. LEE

I. M.C.I. HISTORY

A. LEAA FIVE DEPARTMENT EXPERIMENT

II. MONTGOMERY COUNTY - MANAGING CRIMINAL INVESTIGATIONS

A. GEARED TO DEPARTMENTAL NEEDS

B. PLANNING PHASE

1. TASK FORCE APPROACH

III. MANAGEMENT'S ROLE

A. ACTIVE ROLE

B. SUPPORT

1. MAJOR TASK FORCE

A. UPPER ECHELON INVOLVEMENT

2. COMPONENT TASK FORCES

A. PARTICIPATIVE ATMOSPHERE

- (1) TOTAL RANK INVOLVEMENT

IV. M.C.I. BASIC STRUCTURE

A. GENERALIZATION

1. DETECTIVES TO SILVER SPRING

- A. ALL VOLUNTEERS
B. CROSS SECTION OF TALENT
C. EMPHASIS ON ROLE

- (1) ASSIST PATROL

B. MONITORING: OVERVIEW

V. IMPROVING - PATROL FUNCTION: OVERVIEW

SGT. DONALD HARPER

A. REPORT FORM DEVELOPED

1. SOLVABILITY FACTORS DESIGNED - DEVELOPED

- A. FORCED OFFICER JUDGEMENT

2. IMPROVED INITIAL INVESTIGATION

- A. REDUCED REDUNDANCY

B. M.C.I. TRAINING IN MAY - JUNE, 1978

1. ALL SILVER SPRING DISTRICT OFFICERS

- A. APPLICATION OF NEW REPORT FORM
B. STRUCTURED REPORT WRITING
C. INITIAL INVESTIGATION PROCEDURE
D. INCREASED PATROL FOLLOW-UP

C. BI-MONTHLY OFFICER ROTATION - 30 OFFICERS TO DATE

1. INCREASED THOROUGHNESS OF PRELIMINARY INVESTIGATION

2. INCREASED PATROL ROLE IN FOLLOW-UP

- A. SHIFT INVESTIGATOR PROGRAM
B. INCREASED ARREST BY PATROL
C. INCREASED QUALITY OF REPORTS

3. BENEFITS

- A. INCREASED OFFICER INCENTIVE
B. INCREASED TOTAL INVESTIGATIVE EFFORT

PROBLEMS - DISCUSSION

CONFERENCE PROGRAM

JUNE 2, 1978

CASE SCREENING: OVERVIEW

SGT. DONALD HARPER

I. CASE LOAD REDUCTION

A. FORMAL PROCESS

1. CENTRAL LOCATION WITHIN DISTRICT

B. APPLICATION OF SOLVABILITY FACTORS TO SCREENING

C. WEIGHTED SYSTEM

1. MONITORING AND EVALUATION TOOL

2. MAJOR SCREENING FACTOR

3. MANAGEMENT SUPPORT TOOL

4. SCREENER DEVELOPED OWN SYSTEM

II. SCREENER: CRIME ANALYSIS

III. CASE ASSIGNMENT: OTHER FACTORS

A. RE-ENTRY

1. ADDITIONAL SOLVABILITY (LEADS)

2. INDIVIDUAL INVESTIGATORS WORK LOAD

3. INDIVIDUAL INVESTIGATORS ABILITY

4. POLITICAL

PROBLEMS - DISCUSSION

MANAGING CONTINUED INVESTIGATIONS: OVERVIEW

SGT. DONALD HARPER

I. IMPROVED QUALITY OF FOLLOW-UP INVESTIGATION

A. INCREASED ARRESTS

B. INCREASED CLEARANCES

C. REDUCED INVESTIGATIONS TIME LAPSE

0 - 10 DAYS

10 - 20 DAYS

20 - 30 DAYS

OVER 30 DAYS

II. CASE PROCESSING

SGT DONALD HARPER

A. ALL CASES LOGGED IN CENTRAL CASE SCREENER FILE

B. COMPLAINANT CARDS INITIATED; ALL PART 1 EVENTS; LARCENY OVER \$500.00

1. COMPLAINANT CARDS ON ALL ASSIGNED EVENTS

C. COMPLAINT CARDS ON ASSIGNED CASES ARE RETAINED IN ASSIGNMENT FILE

D. TICKLER CARDS INITIATED ON ALL PART 1 EVENTS, INCLUSIVE OF LARCENY OVER \$500.00

E. THREE-FOLD TICKLER SYSTEM

1. COPY RETAINED BY SCREENER

A. TWO SEPARATE FILES:

(1) M.C.I. INVESTIGATOR'S FILE

(2) SHIFT INVESTIGATOR'S FILE

2. COPY ROUTED TO EVALUATION

3. COPY RETAINED IN PATROL TEAM LEADER FILE

PROBLEMS - DISCUSSION

POLICE PROSECUTOR RELATIONS

MR. ROBERT MACFARLANE

I. FORMS DESIGNED

A. INVESTIGATIVE CHECK LIST

1. IMPROVE INITIAL REPORT

2. IMPROVE FOLLOW-UP

3. ULTIMATE GOAL: IMPROVED PROSECUTION EFFORT

B. CASE FEED-BACK FORM

1. POST ARREST CONFERENCE

A. 7-17 DAYS AFTER ARREST

(1) REPORT PROCESS DELAY

(2) STATE'S ATTORNEY CASE SCREENER DELAY

2. CASE FEED-BACK: TWO FOLD

A. CURRENT CASE STATUS (OFFICER'S KNOWLEDGE)

B. MONITORING FEED-BACK

(1) CASE IMPROVEMENT

(2) EVALUATION

PROBLEMS - DISCUSSION

MONITORING

MR. ROBERT MACFARLANE

I. ESTABLISHED SYSTEM FOR CRIMINAL INVESTIGATIONS FUNCTION
(NEW PROCEDURE FOR MONTGOMERY COUNTY DEPARTMENT OF POLICE)

A. THE MONITORING SYSTEM

B. EVALUATION SYSTEM

II. COLLECTION, ANALYZATION OF DATA ON INVESTIGATIVE OUT-COMES,
ACTIVITIES AND PRODUCTIVITY

A. ESTABLISHING GOALS AND OBJECTIVES

B. DEFINING USER REQUIREMENTS

C. SPECIFYING PERFORMANCE MEASURES

D. DEFINING INPUTS

E. ARRANGING METHODS OF PROCESSING

F. DEFINING AND INTERPRETING OUTPUTS

PROBLEMS - DISCUSSION

M.C.I.: NATIONAL OVERVIEW

I. UNIVERSITY RESEARCH CORPORATION - FIVE FIELD TEST

MR. JERRY MIRON

II. LEAA PERSPECTIVE

MR. JOHN BONNER

PROBLEMS - DISCUSSION

CLOSING REMARKS

CAPTAIN O. W. SWEAT

ACKNOWLEDGMENTS

This Managing Criminal Investigations Manual was compiled through the efforts of a very large segment of the Montgomery County Department of Police. The innovative attitude of the personnel involved - our Supervisors, Investigators, Officers, Evaluation and Clerical Staff - has been the basis for the success of this experimental project.

Formal credit to the enumerable organizations and individuals, who have contributed to the project, would require a separate manual. Special acknowledgment is in order, however, to:

The Department of Justice, Law Enforcement Assistance Administration,
Mr. John Bonner;

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Mr. Jerry Miron; and

The Urban Institute, Mr. Tom White and Ms. Pam Horst, for their valuable guidance throughout the project.

Additionally, the Police Departments of Rochester, New York and Santa Monica, California, whose assistance enhanced our program.

Also, to Chief Robert J. diGrazia, Major T. Thear, and Captain O. W. Sweat, whose support in identifying departmental problems, both administrative and operational, guided us in the development of one of the most innovative programs ever undertaken in this Department.

Without the assistance of the large number of individuals and agencies, the Managing Criminal Investigations Program could not have succeeded.

Lieutenant James D. Lee
Project Director
Managing Criminal Investigations

INTRODUCTION

THIS MONTGOMERY COUNTY DEPARTMENT OF POLICE, M.C.I. FIELD TEST MANUAL, IS AN IN-DEPTH NARRATIVE OF THE EIGHTEEN MONTH PROJECT.

THE M.C.I. PROJECT WAS FUNDED BY A GRANT FROM THE FEDERAL LAW ENFORCEMENT ASSISTANCE ADMINISTRATION, NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE. THE MANUAL INCLUDES:

1. THE MONTGOMERY COUNTY SYSTEM, MONTGOMERY COUNTY BACKGROUND, PROGRAM PLAN AND OVERVIEW
2. INITIAL INVESTIGATION; IMPROVING THE PATROL FUNCTION
INCREASED PARTICIPATION BY PATROL PERSONNEL IN THEIR COMPILING SUFFICIENT COMPREHENSIVE INFORMATION FOR MORE IN-DEPTH INITIAL INVESTIGATION.
3. CASE SCREENING
THE ESTABLISHMENT OF A FORMAL CASE SCREENING SYSTEM TO REMOVE NON-SOLVABLE CASES FROM THE INVESTIGATIVE PROCESS.
4. MANAGING THE CONTINUED INVESTIGATION
THE STRUCTURED MANAGEMENT OF CASES THAT CAN BE FURTHER INVESTIGATED SUCCESSFULLY.
5. POLICE PROSECUTOR RELATIONS
THE DEVELOPMENT OF A POLICE PROSECUTOR PROGRAM TO ENHANCE INVESTIGATION AND CASE PREPARATION FOR PROSECUTORIAL SUCCESS.
6. MONITORING AND EVALUATION
DEVELOPMENT OF A STRUCTURED SYSTEM TO MONITOR AND EVALUATE THE M.C.I. PROGRAM.

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SOURCE MATERIALS

1. MONTGOMERY COUNTY DEPARTMENT OF POLICE
 - A. FIELD SERVICES BUREAU
 - B. INVESTIGATIVE SERVICE BUREAU
2. UNIVERSITY RESEARCH CORPORATION, WASHINGTON, D. C.
 - A. MANAGING CRIMINAL INVESTIGATIONS PARTICIPANT'S HANDBOOK
 - B. MANAGING CRIMINAL INVESTIGATIONS MANUAL
3. URBAN INSTITUTE, WASHINGTON, D. C.
4. RAND CORPORATION STUDY: CRIMINAL INVESTIGATIONS PROCESS
5. NILECJ PRESCRIPTIVE PROJECT: MANAGING CRIMINAL INVESTIGATIONS
6. POLICE FOUNDATION STUDY: MANAGING CRIMINAL INVESTIGATIONS:
ROCHESTER SYSTEM
7. NILECJ PRESCRIPTIVE PROJECT: POLICE CRIME ANALYSIS UNIT
8. CONTACTS WITH SEVERAL POLICE DEPARTMENTS NATIONWIDE

* * * * *

WE SINCERELY APOLOGIZE TO ANY ORGANIZATION THAT MAY HAVE CONTRIBUTED
TO THE MATERIAL HEREIN, AND HAS INADVERTENTLY NOT BEEN RECOGNIZED.

SECTION I
MANAGING CRIMINAL INVESTIGATIONS PROGRAM
PLAN

PROGRAM SUMMARY

THE DEPARTMENT WAS COMMITTED TO IMPROVING THE MANAGEMENT OF CRIMINAL INVESTIGATIONS THROUGH EXPERIMENTATION WITH CERTAIN CONCEPTS WHICH HAD RESULTED FROM PAST STUDIES IN THIS AREA. SPECIFICALLY, THE DEPARTMENT DECENTRALIZED A DETECTIVE COMPONENT TO WORK AT A PATROL DISTRICT LEVEL AND TEAM WITH PATROL OFFICERS IN THE PROCESS OF INVESTIGATING CRIMINAL OFFENSES. IN FURTHERANCE OF THIS GOAL, THE DEPARTMENT ALSO DESIGNED AND TESTED A SINGLE CRIMINAL EVENT REPORT REFLECTING THE ROCHESTER POLICE DEPARTMENT EFFORT. ADDITIONALLY, A CASE SCREENING SYSTEM WAS STANDARDIZED IN AN ATTEMPT TO REDUCE INVESTIGATIVE TIME SPENT ON THE MORE ROUTINE, DEADEND CASES. A PROSECUTOR WAS ASSIGNED TO INTERACT WITH THE PROJECT OFFICERS ON A REGULAR BASIS IN ORDER TO ENSURE PROPER CASE PREPARATION PRESENTATION AND TO PROVIDE A MEANINGFUL FEEDBACK MECHANISM. FINALLY, THE DEVELOPMENT OF A MANAGEMENT BY OBJECTIVES (MBO) BASED EVALUATION DESIGN WAS DEVELOPED AS A SYSTEMATIC ANALYSIS OF THE PROJECT'S RESULTS IN TERMS OF THE STATED GOALS AND OBJECTIVES.

BACKGROUND

DEMOGRAPHIC DESCRIPTION OF MONTGOMERY COUNTY

MONTGOMERY COUNTY IS AN AREA OF 493 SQUARE MILES LOCATED DIRECTLY NORTHWEST OF THE DISTRICT OF COLUMBIA. IT IS BORDERED ON THE EAST BY PRINCE GEORGE'S COUNTY, ON THE NORTHEAST BY HOWARD COUNTY, AND ON THE NORTHWEST BY FREDERICK COUNTY. THE POTOMAC RIVER EXTENDS ALONG MONTGOMERY COUNTY'S SOUTHERN AND SOUTHWESTERN BORDER. RISING FROM ELEVATIONS OF SOME 150 FEET ALONG THE POTOMAC HILLSIDES, THE LANDSCAPE REACHES HEIGHTS OF OVER 800 FEET ABOVE SEA LEVEL IN THE NORTHERN SECTION OF THE COUNTY. U. S. INTERSTATE 270 PROVIDES ACCESS FROM FREDERICK TO D. C. AND U. S. 29 CONNECTS BALTIMORE WITH WASHINGTON. THE CAPITAL BELTWAY CROSSES BOTH OF THESE HIGHWAYS, INTEGRATING THE URBAN AREA OF THE COUNTY.

BECAUSE MONTGOMERY COUNTY CONSTITUTES AN INTEGRAL AND VITALLY SIGNIFICANT JURISDICTION IN THE FASTEST GROWING URBAN AREA IN THE UNITED STATES, ITS FUTURE IS NECESSARILY LINKED WITH THE REST OF THE METROPOLITAN AREA. HISTORICALLY, THE COUNTY HAS BEEN DEPENDENT ON THE CENTRAL CITY, ECONOMICALLY, ECOLOGICALLY AND SOCIALLY, BUT TRADITIONAL RELATIONSHIPS ARE VARYING AND THE COUNTY IS GAINING SELF-SUFFICIENCY THAT WILL EVENTUALLY ENSURE A MORE COMPLETE INDEPENDENCE.

SINCE 1950, THE POPULATION HAS INCREASED MORE THAN 250 PERCENT BRINGING THE TOTAL NUMBER OF RESIDENTS IN 1975 TO APPROXIMATELY 600,000. THE CONCENTRATION OF THE POPULATION IS NOT EVENLY DISTRIBUTED THROUGHOUT THE COUNTY. MAJOR CONCENTRATIONS OF PEOPLE LIVE IN COMMUNITIES WHICH BORDER THE BELTWAY OR ARE CLOSE TO THE DISTRICT OF COLUMBIA LINE. THUS, 86 PERCENT OF THE COUNTY'S POPULATION RESIDES IN THE FOUR (OUT OF 13) ELECTION DISTRICTS OF BETHESDA, WHEATON, ROCKVILLE, AND COLESVILLE, WHICH TOGETHER CONSTITUTE ONLY 27 PERCENT OF THE COUNTY'S LAND AREA.

LOOKING CLOSELY AT THE AGE GROUPS, WITHIN THE INCREASED POPULATION, IT IS APPARENT THAT THE PERCENTAGES OF AGE GROUPS WITHIN THE TOTAL POPULATION HAVE REMAINED RELATIVELY CONSTANT. THE FIVE TO FOURTEEN YEAR OLD AGE GROUP AND FIFTEEN TO TWENTY-FOUR YEAR OLD AGE GROUP CONSTITUTE THE MOST SIGNIFICANT VOLUMES IN COUNTY POPULATION.

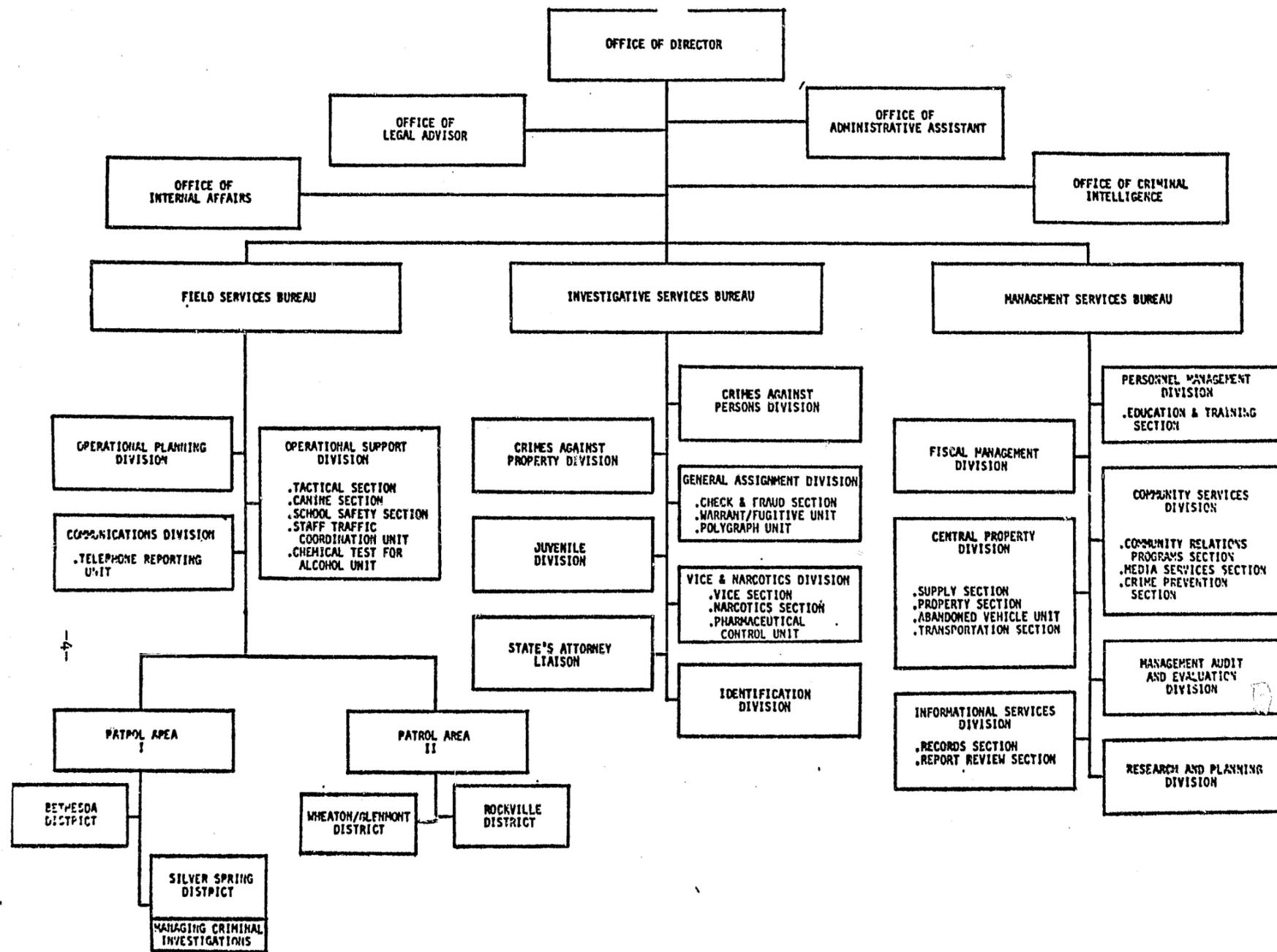
IT IS PREDICTED THAT THE NUMBER OF PERSONS ATTAINING THE AGE OF 18 IN THE COUNTY EACH YEAR WILL REMAIN AT RECORD HIGH LEVELS THROUGH THE REMAINDER OF THIS DECADE. CONSEQUENCES RESULTING FROM THIS HIGH VOLUME OF YOUTH ARE EXTENSIVE AS PRIORITIES ARE RESTRUCTURED TO SERVICE THE NEEDS OF THIS YOUNG ADULT GENERATION SUCH AS ADEQUATE EDUCATIONAL FACILITIES AND EMPLOYMENT. FURTHERMORE, THE IMPACT OF THIS GROUP ON THE CRIMINAL JUSTICE SYSTEM WILL CONTINUE TO BE SIGNIFICANT.

THE NATIONAL PATTERN IS FOR YOUNGER CITIZENS TO RESIDE IN A SUBURBAN SETTING WHILE THE ELDERLY RESIDENTS GENERALLY INHABIT THE CITIES AND THE VERY RURAL AREAS. MONTGOMERY COUNTY IS SIMILARLY DIVIDED. IN THE URBAN RING CENTERS OF SILVER SPRING AND BETHESDA, ONLY 27 PERCENT AND 32 PERCENT OF THE RESIDENTS RESPECTIVELY ARE UNDER THE AGE OF 18; IN THE OUTLYING SUBURBS OF WHEATON AND ROCKVILLE, 40 PERCENT AND 42 PERCENT OF THE PEOPLE ARE UNDER 18. CONVERSELY, IN BETHESDA AND SILVER SPRING, THE PROPORTION OF THE POPULATION OVER 65 IS MORE THAN TWO TIMES AS HIGH (7.6 PERCENT AND 10.4 PERCENT) AS IN WHEATON AND ROCKVILLE (3.7 PERCENT AND 3.3 PERCENT).

THE OCCUPATIONAL MAKE-UP OF MONTGOMERY COUNTY REVEALS A SIGNIFICANTLY DIFFERENT PROFILE FROM THAT OF THE REST OF THE UNITED STATES. INFORMATION-INTENSIVE INDUSTRIES (DEALING WITH THE ORGANIZATION AND COMMUNICATION OF DATA) PREDOMINATE AND THERE IS RELATIVELY LITTLE INDUSTRY INVOLVING THE DIRECT PRODUCTION OR HANDLING OF MATERIAL GOODS OR COMMODITIES. MONTGOMERY COUNTY IS HAILED AS ONE OF THE NATION'S FOREMOST CENTERS FOR RESEARCH AND DEVELOPMENT. IN 1970, THERE WERE OVER 100 FIRMS LOCATED IN THE COUNTY SPECIALIZING IN THE PHYSICAL SCIENCES, LIFE SCIENCES, SOCIAL AND PSYCHOLOGICAL SCIENCES, RESEARCH, AND COMPUTER SOFTWARE. IN 1970, THERE WERE OVER 545 INSTITUTIONS IN THE PRIVATE BUSINESS SECTOR OF THE COUNTY.

THE FEDERAL AND LOCAL GOVERNMENT ARE THE MAJOR EMPLOYERS IN MONTGOMERY COUNTY, EMPLOYING MORE THAN 50 PERCENT OF THE TOTAL LABOR FORCE. MAJOR SCIENTIFIC AGENCIES INCLUDE THE DEPARTMENT OF HEALTH, EDUCATION AND WELFARE; NATIONAL BUREAU OF STANDARDS; NATIONAL INSTITUTES OF HEALTH (WORLD'S LARGEST MEDICAL RESEARCH CENTER); ARMY TOPOGRAPHICAL COMMAND; ENERGY RESEARCH AND DEVELOPMENT ADMINISTRATION; AND THE NUCLEAR REGULATORY COMMISSION. PRIVATE TECHNICAL INDUSTRIES INCLUDE VITRO LABORATORIES; IBM; FAIRCHILD INDUSTRIES; AND BECHTEL POWER CORPORATION.

AN ANALYSIS OF THE LABOR FORCE REVEALS THAT THE COUNTY HAS A PREDOMINATELY WHITE-COLLAR EMPLOYED POPULATION. THERE ARE 71,000 PROFESSIONAL AND TECHNICAL WORKERS AND 31,000 MANAGERS AND ADMINISTRATORS IN THE COUNTY, AS OPPOSED TO ONLY 4,400 LABORERS. AN OVERVIEW OF INDUSTRY IN MONTGOMERY COUNTY REVEALS THAT MOST WORKERS ARE ENGAGED IN SOFT INDUSTRY; I.E., THE PROCESSING OF INFORMATION, COMMUNICATIONS, MANAGEMENT, PLANNING, AND FINANCING NECESSARY TO COORDINATE HARD, PHYSICAL INDUSTRY.



ATTORNEY'S OFFICE AND REPORTS DIRECTLY TO THE DIRECTOR OF POLICE. A SPECIAL ASSISTANT FOR ADMINISTRATION IS ALSO SITUATED UNDER THE DIRECTOR OF POLICE.

THE FIELD SERVICES BUREAU IS ORGANIZED INTO FIVE MAJOR ORGANIZATIONAL DIVISIONS AS ILLUSTRATED IN FIGURE 1. THERE ARE FOUR PATROL DISTRICT STATIONS, EACH COMMANDED BY A CAPTAIN. THE PRESENT PATROL DISTRICTS ARE BETHESDA, SILVER SPRING, WHEATON/GLENMONT AND ROCKVILLE. IN ADDITION, A FUTURE DISTRICT STATION IS PLANNED FOR GERMANTOWN, A RAPIDLY GROWING COMMUNITY LOCATED IN THE NORTHERN SECTION OF THE COUNTY OFF INTERSTATE 270.

THE MANAGING CRIMINAL INVESTIGATIONS UNIT IS SITUATED IN THE SILVER SPRING DISTRICT. THE COMMANDER OF THIS UNIT REPORTS DIRECTLY TO THE SILVER SPRING DISTRICT COMMANDER AND THEN TO THE COMMANDER OF THE FIELD SERVICES BUREAU.

THE INVESTIGATIVE SERVICES BUREAU IS SUBDIVIDED INTO SIX DIVISIONS PLUS THE STATE'S ATTORNEY LIAISON OFFICE. THE CRIMES AGAINST PROPERTY DIVISION IS CENTRALIZED IN POLICE HEADQUARTERS AND RETAINS RESPONSIBILITY FOR INVESTIGATIONS OF ALL PROPERTY CRIMES EXCEPT THOSE OCCURRING IN SILVER SPRING. THE CRIMES AGAINST PERSONS DIVISION IS ALSO CENTRALIZED AND HAS RESPONSIBILITY FOR ROBBERIES AND OTHER PERSONS CRIMES OCCURRING IN ALL AREAS OF THE COUNTY EXCEPT SILVER SPRING.

THE JUVENILE DIVISION IS LOCATED AT THE WHEATON/GLENMONT DISTRICT STATION AND HAS JURISDICTION WIDE RESPONSIBILITY FOR ALL JUVENILE CASES. THIS DIVISION'S PRIMARY FOCUS IS ON COUNSELING AND INTERACTION WITH THE FAMILY RATHER THAN CRIMINAL INVESTIGATIONS. ADDITIONALLY, THEY RECOMMEND THAT SELECTED CASES BE REFERRED TO THE JUVENILE COURT FOR A HEARING. THE MANAGING CRIMINAL INVESTIGATIONS PROJECT DOES NOT HAVE RESPONSIBILITY FOR JUVENILE RELATED INCIDENTS.

ALL CHECK AND FRAUD CASES, AS WELL AS WARRANTS AND FUGITIVES, ARE THE RESPONSIBILITY OF THE GENERAL ASSIGNMENT DIVISION. THIS UNIT IS ALSO CENTRALIZED AT POLICE HEADQUARTERS. THIS DIVISION ALSO HAS RESPONSIBILITY FOR POLYGRAPH SERVICES.

VICE AND NARCOTICS CASES ARE ASSIGNED TO THE VICE AND NARCOTICS DIVISION WHICH IS SITUATED AT POLICE HEADQUARTERS. THIS UNIT HAS THE AUTHORITY TO INITIATE MAJOR INVESTIGATIONS ON A COUNTYWIDE BASIS. IN THIS CAPACITY, THE UNIT WORKS CLOSELY WITH OTHER INVESTIGATIVE DIVISIONS.

THE MANAGEMENT SERVICES BUREAU CONSISTS OF SEVEN DIVISIONS, ALL OF WHICH OPERATE IN A SUPPORTIVE CAPACITY TO THE TWO OPERATIONAL DIVISIONS. THE RESEARCH AND PLANNING DIVISION, LOCATED WITH THIS BUREAU, HAS RESPONSIBILITY FOR MONITORING ACTIVITIES RELATED TO THE MANAGING CRIMINAL INVESTIGATIONS PROJECT. THE PROGRAM EVALUATOR, HIRED SPECIFICALLY FOR THIS PROJECT, IS ORGANIZATIONALLY SITUATED WITHIN THIS DIVISION. ALSO INCLUDED IN THIS DIVISION IS THE DATA AND SYSTEMS SECTION. POLICE SYSTEMS DEVELOPMENT NEEDS ARE IDENTIFIED AND COORDINATED BY THIS UNIT. THE SECTION WORKS CLOSELY WITH THE COUNTY'S DEPARTMENT OF MANAGEMENT INFORMATION SYSTEMS. THIS LATTER OFFICE HAS RESPONSIBILITY FOR THE DEVELOPMENT AND PROCESSING OF ALL POLICE PROGRAMS.

PRE-MANAGING CRIMINAL INVESTIGATIONS INVESTIGATIVE OPERATIONS. PRIOR TO THE INCEPTION OF THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM, ALL INVESTIGATIVE FUNCTIONS WERE CENTRALIZED AT POLICE HEADQUARTERS. EACH INVESTIGATIVE UNIT HAS TRADITIONALLY SERVED IN A FOLLOW-UP AND SPECIALIZED CAPACITY. THE PATROL UNITS HAVE SUPPLIED INFORMATION TO THESE SPECIALIZED UNITS AND RARELY PARTICIPATED IN ANY FOLLOW-UP INVESTIGATIVE ACTIVITY. FROM THIS POINT, THE APPLICABLE INVESTIGATIVE UNIT WOULD BE RESPONSIBLE FOR CONDUCTING ALL INVESTIGATIVE ACTIVITIES AND PREPARING THE CASES FOR PROSECUTION. SPECIFIC INVESTIGATIVE ACTIVITIES ARE DISCUSSED IN THE FOLLOWING:

(1) ON-SCENE (PRELIMINARY) INVESTIGATIONS - TRADITIONALLY, THE PRIMARY ON-SCENE INVESTIGATIVE RESPONSIBILITY FOR ALL CASES HAS BEEN DELEGATED TO PATROL OFFICERS. IN TYPICAL CASES, THE PATROL OFFICER IS DISPATCHED TO THE SCENE AND IS EXPECTED TO COMPLETE THE APPROPRIATE CRIMINAL EVENT OR INCIDENT REPORT ON VERIFIED CASES REGARDLESS OF WHETHER AN INVESTIGATOR RESPONDS OR NOT. IN SOME INSTANCES, AS SPECIFIED BY DEPARTMENT PROCEDURE, DETECTIVES WOULD RESPOND TO THE CRIME SCENE. THE DETECTIVE WOULD THEN ASSUME RESPONSIBILITY FOR THE INVESTIGATION.

THE BASIC PROBLEM WITH THIS SYSTEM IS THAT OFFICERS COMPLETED THE PRELIMINARY INCONSISTENTLY, RESULTING IN A LACK OF CREDIBILITY IN THIS EFFORT. THIS PROBLEM HAS BEEN EXACERBATED BY TWO CONDITIONS. FIRST, LITTLE GUIDANCE HAS BEEN GIVEN TO THE PATROL OFFICER BY SUPERVISORS AND SECONDLY, DUE TO THE EXPECTATION THAT THE PATROL OFFICER'S PRIMARY FUNCTION IS RESPONDING TO CALLS-FOR-SERVICE, THERE IS LITTLE TIME AVAILABLE TO CONDUCT A PRELIMINARY INVESTIGATION. IT IS APPARENT THAT THIS IS A REAL PROBLEM WHICH MUST BE RESOLVED IF THE DEPARTMENT IS TO OBTAIN MORE EFFECTIVE INVESTIGATIONS, FOR THE SINGLE MOST IMPORTANT FACTOR TO CASE SOLVABILITY IS INFORMATION SUPPLIED AT THE SCENE OF THE CRIME. ¹

THIS DEPARTMENT IS COMMITTED TO IMPROVING THIS SITUATION AND OBTAINING MORE THOROUGH AND EFFECTIVE PRELIMINARY INVESTIGATIONS. IT IS FELT THAT THIS CAN BE ACCOMPLISHED THROUGH A RESTRUCTURING OF THE BASIC CRIMINAL EVENT REPORT, A SHIFT IN EMPHASIS IN THE PATROL ROLE FROM REPORT TAKER TO INVESTIGATOR AND THE INSTITUTION OF A NEW RELATIONSHIP BETWEEN PATROL OFFICERS AND FIRST LINE SUPERVISORS. THE SUPERVISOR'S ROLE SHOULD BE ALTERED TO ENSURE MOTIVATION OF PATROL OFFICERS AND PRIORITIZATION OF PATROL WORKLOAD TO GUARANTEE ADEQUATE TIME TO CONDUCT PRELIMINARY INVESTIGATIONS.

(2) FOLLOW-UP INVESTIGATIONS - THE FOLLOW-UP INVESTIGATION HAS TRADITIONALLY BEEN CONDUCTED BY DETECTIVE SPECIALISTS WITH LITTLE OR NO INPUT FROM PATROL OFFICERS. THE ASSIGNED INVESTIGATOR WOULD CONTACT THE COMPLAINANT OR VICTIM AS WELL AS ALL WITNESSES IN AN ATTEMPT TO IDENTIFY LEADS TO CASE SOLVABILITY. WHENEVER CERTAIN CLUES WERE FOUND THEY WOULD

¹ THE RAND CORPORATION, THE CRIMINAL INVESTIGATION PROCESS VOLUME III: OBSERVATIONS AND ANALYSIS. SANTA MONICA, CALIF.: THE RAND CORPORATION, 1975, P. IX.

BE TRACKED DOWN TO DETERMINE IF A SUSPECT COULD BE IDENTIFIED AND, IF POSSIBLE, IF AN ARREST COULD BE AFFECTED. GENERALLY, INVESTIGATORS WOULD WORK ONLY ON SPECIFIC TYPES OF CASES THAT WERE ASSIGNED TO THEIR SPECIALIZED UNIT.

IN MOST SITUATIONS, CASES HAVE BEEN ASSIGNED FOR FOLLOW-UP INVESTIGATION REGARDLESS OF THE POTENTIAL FOR SOLVING THE CASE. IN THIS SYSTEM, THERE WAS NO FORMALIZED SCREENING PROCESS PRIOR TO CASE ASSIGNMENT. THE INDIVIDUAL INVESTIGATOR WOULD APPLY HIS OR HER OWN 'SCREENING DECISIONS' BASED ON PERCEIVED SOLVABILITY.

THE WEAKNESS IN THIS SYSTEM IS A LACK OF UNIFORMITY IN SCREENING DECISIONS. ONE INVESTIGATOR MAY EVALUATE A CASE DIFFERENTLY THAN ANOTHER RESULTING IN INCONSISTENT INVESTIGATIONS. THE TENDENCY IN THIS SYSTEM IS FOR SOME CASES TO SIT AT THE BOTTOM OF THE INVESTIGATOR'S IN-BASKET WHILE OTHERS ARE SELECTED TO BE WORKED ON. POTENTIALLY, THE CASE WHICH IS NOT WORKED ON MAY HAVE POTENTIAL TO BE SOLVED BASED ON ANALYSIS OF COMMON TRENDS OR PATTERNS. THE INDIVIDUAL DETECTIVE, HOWEVER, WILL NOT GENERALLY BE KNOWLEDGEABLE OF THESE TRENDS BECAUSE HE WILL NOT BE FAMILIAR WITH ALL CASES ASSIGNED TO THE UNIT.

ANOTHER PROBLEM WITH THE EXISTING SYSTEM IS THE AMOUNT OF CASES ASSIGNED TO INVESTIGATORS. A DETECTIVE WITH A HEAVY WORKLOAD WILL IN MOST CASES NOT GET TO CASES AT THE BOTTOM OF THE IN-BASKET. MOREOVER, INVESTIGATIVE QUALITY MAY BE SACRIFICED IN AN ATTEMPT TO COMPLETE INVESTIGATIONS FOR ALL CASES. THIS FINDING, APPLICABLE IN MONTGOMERY COUNTY, HAS BEEN SUBSTANTIATED IN OTHER AGENCIES THROUGH RESEARCH CONDUCTED BY THE RAND CORPORATION. THIS RESEARCH REVEALED THAT 'SUBSTANTIALLY MORE THAN HALF OF ALL SERIOUS REPORTED CRIMES RECEIVE NO MORE THAN SUPERFICIAL ATTENTION FROM INVESTIGATORS.'²

FINALLY, DETECTIVES HAVE HAD A TENDENCY TO HANG ON TO CASES UNTIL SUCH TIME THAT A SUPERVISOR REQUIRES THEIR RETURN. AT THIS POINT, THE DETECTIVE MAY REQUEST AN EXTENSION SIMPLY BECAUSE IT IS FELT THAT SOMETHING MIGHT COME UP ON THE CASE. THE INVESTIGATOR WHO RETAINS MANY OF THESE CASES HAS BEEN DIVERTED FROM WORKING ON POTENTIALLY MORE SOLVABLE CASES. THIS DETECTIVE IS OBLIGED TO SPEND TIME BRIEFING SUPERVISORS ON CASES WITH LITTLE SOLVABILITY POTENTIAL, TALKING TO VICTIMS AT PERIODIC INTERVALS TO ASSURE THEM THAT THE CASE IS STILL BEING WORKED ON AND THAT THE POLICE SHOULD BE NOTIFIED IF ANY FURTHER INFORMATION BECOMES AVAILABLE, AND SPENDS SOME TIME REVIEWING CASELOADS TO DETERMINE WHAT CASES SHOULD BE WORKED ON NEXT.

² IBID., P. VIII

THIS DEPARTMENT IS COMMITTED TO CHANGING SUCH A MODE OF OPERATION. AS PART OF MANAGING CRIMINAL INVESTIGATIONS, AN INVESTIGATIONS COORDINATOR IS TO BE ASSIGNED TO SCREEN CASES BASED ON CONSISTENTLY APPLIED CRITERIA, AND TO STRUCTURE WORKLOAD ASSIGNMENTS FOR INVESTIGATORS. IT IS HYPOTHEZIZED THAT THIS CHANGE WILL BRING ABOUT MORE EFFECTIVE INVESTIGATIONS AND A MORE EFFICIENT USE OF PERSONNEL. THE COORDINATOR BY SCREENING UNSOLVABLE CASES AND MONITORING WORKLOAD CAN FREE THE INDIVIDUAL INVESTIGATOR OF EXTRANEIOUS DUTIES PREVIOUSLY UNDERTAKEN SO THAT HE OR SHE WILL HAVE MORE TIME TO WORK ON INVESTIGATIVE ASPECTS OF POTENTIALLY SOLVABLE CASES.

THE DEPARTMENT WILL ATTEMPT TO ACHIEVE SUCH CHANGE BY FORMALIZING AN INFORMAL SCREENING PROCESS USED PRIOR TO MANAGING CRIMINAL INVESTIGATIONS IMPLEMENTATION FOR CASES OF BURGLARY. THE CRIMES AGAINST PROPERTY DIVISION IMPLEMENTED THIS SYSTEM TO DIVERT THOSE CASES, WHICH FROM ALL INDICATIONS COULD NOT BE SOLVED, FROM IMMEDIATE FOLLOW-UP INVESTIGATION. SEVERAL CRITERIA AS LISTED BELOW HAVE BEEN USED TO DETERMINE POTENTIAL SOLVABILITY:

- . NO SUSPECT OBSERVED
- . NO LATENT PRINTS OBTAINED
- . NO VEHICLE OBSERVED
- . NO WEAPON OR INHERENTLY DANGEROUS SUBSTANCE TAKEN
- . NO PHYSICAL EVIDENCE AT CRIME SCENE
- . NO CRIMINAL PATTERN IN A GEOGRAPHIC AREA

(3) CASE PREPARATION FOR PROSECUTOR - IN THOSE INSTANCES WHERE THE PATROL OFFICER HAS RETAINED SOLE RESPONSIBILITY FOR INVESTIGATING THE CASE AND SUBSEQUENTLY CLOSED SAME BY AN ARREST, THAT OFFICER HAS BEEN RESPONSIBLE FOR PREPARING IT FOR PRESENTATION IN COURT. THE MAJORITY OF SUCH CASES HAVE BEEN MISDEMEANORS AND OFTENTIMES THE APPLICABLE OFFICER HAS HAD LITTLE TIME TO DISCUSS CASE PARTICULARS WITH THE PROSECUTOR PRIOR TO THE TRIAL.

WHEN A DETECTIVE IS ASSIGNED A CASE AND ULTIMATELY CLOSES IT WITH AN ARREST, THEN HE/SHE IS RESPONSIBLE FOR ENSURING THAT IT IS SUITABLE FOR PRESENTATION IN COURT. HOWEVER, THE RELATIONSHIP BETWEEN DETECTIVE AND PROSECUTOR IS MUCH CLOSER THAN IN THE CASE OF PATROL OFFICERS, AND PRE-TRIAL CONFERENCES WITH THE PROSECUTOR ARE THEREFORE MORE FREQUENT. IN CASES INVOLVING SERIOUS FELONIES, THESE CONFERENCES ARE ROUTINE. THE PURPOSE OF SUCH CONFERENCES IS TO ENABLE THE PROSECUTOR TO BECOME FAMILIAR WITH THE DETAILS OF THE CASE PRIOR TO TRIAL.

THE POTENTIAL VALUE OF THESE CONFERENCES IS LIMITED, HOWEVER, BY TIME DELAYS BETWEEN ARREST AND TRIAL. OFTENTIMES, THE OFFICER WOULD NOT MEET WITH THE PROSECUTOR UNTIL SEVERAL MONTHS HAD PASSED SINCE THE

EVENT OCCURRED. OBVIOUSLY, THE PARTICULARS OF THE CASE WOULD BE LESS FRESH TO THE OFFICER AT THIS TIME THAN SHORTLY AFTER THE ARREST. THIS DEPARTMENT FEELS THAT THESE CONFERENCES COULD BE MUCH MORE VALUABLE IF THEY OCCURRED MUCH SOONER AFTER THE ARREST.

IN PAST YEARS, THIS DEPARTMENT HAS RECEIVED LITTLE IF ANY FEEDBACK FROM THE PROSECUTOR'S OFFICE ON A CASE ONCE IT WAS PROCESSED THROUGH THIS OFFICE. CONSEQUENTLY, THE INVESTIGATOR HAS NOT BEEN INFORMED OF ANY REASONS FOR PROSECUTORIAL ACTION TO REJECT OR DISMISS A PARTICULAR CASE. THIS HAS CREATED RESENTMENT WITHIN THE POLICE DEPARTMENT. OFFICERS HAVE TENDED TO DEVELOP A VERY CRITICAL VIEW OF THE PROSECUTOR'S OFFICE, DUE TO THEIR INABILITY TO HAVE A CASE PROSECUTED. THIS VIEWPOINT, HOWEVER, MAY BE UNJUSTIFIED. THE PROSECUTOR MAY NOT HAVE ACCEPTED THE CASE FOR A VERY GOOD REASON, UNBEKNOWNST TO THE POLICE. WHAT IS LACKING IS FEEDBACK ON THE CASE TO IDENTIFY THIS REASON. SUCH FEEDBACK MAY ENUMERATE VALID REASONS FOR NON-ACCEPTANCE WHICH HAVE NOTHING TO DO WITH INVESTIGATIVE ABILITIES (E.G., A VICTIM MOVES OUT OF TOWN). FURTHER, SUCH FEEDBACK WOULD BE HELPFUL IN POINTING OUT CERTAIN WEAKNESSES IN CASE PREPARATION WHICH ONCE IDENTIFIED COULD BE AVOIDED BY THE OFFICER IN FUTURE CASES.

THE POLICE DEPARTMENT HAS HAD DIFFICULTY AS WELL IN ASCERTAINING THE PROSECUTOR'S SCREENING CRITERIA. FREQUENTLY, THE INVESTIGATOR HAS DEVOTED CONSIDERABLE TIME AND EFFORT TO THE PREPARATION OF A CASE ONLY TO FIND THAT CERTAIN ELEMENTS WERE MISSING FROM THE VIEWPOINT OF THE PROSECUTOR. IT IS APPARENT THAT THE POLICE AND PROSECUTOR HAVE HAD DIFFERENT OPINIONS ON WHAT IS NEEDED TO 'MAKE A CASE.' TO RESOLVE THIS PROBLEM, THESE TWO AGENCIES MUST COME TO SOME MUTUAL AGREEMENT AS TO THE NECESSARY ELEMENTS OF A CASE. SUCH ELEMENTS SHOULD THEN BE INCLUDED IN THE POLICE INVESTIGATION AND IN THE PROSECUTORIAL SCREENING PROCESS.

(4) INVESTIGATIVE TRAINING PROGRAMS - THE DEPARTMENT HAS NOT TRADITIONALLY ADMINISTERED ANY FORMALIZED TRAINING PROGRAMS SPECIFICALLY TAILORED TO ADVANCE INVESTIGATIVE TECHNIQUES. ALL POLICE OFFICERS RECEIVE BASIC TRAINING IN INVESTIGATIVE METHODS AT THE RECRUIT LEVEL, BUT THEREAFTER LITTLE FORMALIZED TRAINING IS ADMINISTERED. AN INVESTIGATOR TRADITIONALLY HAS HAD TO RELY ON SUPERVISORY TRAINING TO ACQUIRE NEEDED SKILLS. QUITE OBVIOUSLY, INVESTIGATIVE SKILLS COULD BE MORE EFFECTIVELY OBTAINED THROUGH FORMALIZED TRAINING, AUGMENTED BY ON THE JOB TRAINING AND EXPANDED AND REINFORCED THROUGH IN-SERVICE TRAINING PROGRAMS.

MANAGEMENT OF CRIMINAL INVESTIGATIONS PROGRAM

IN RESPONSE TO A REQUEST FOR PROPOSAL ISSUED BY THE NATIONAL INSTITUTE FOR LAW ENFORCEMENT AND CRIMINAL JUSTICE OF THE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION, THE MONTGOMERY COUNTY DEPARTMENT OF POLICE INITIATED ITS MANAGING CRIMINAL INVESTIGATIONS PROGRAM ON AN EXPERIMENTAL BASIS IN ONE PATROL DISTRICT. IN DESIGNING THIS PROGRAM, THIS DEPARTMENT HAS BEEN GUIDED BY THE EXPERIENCES OF SEVERAL POLICE AGENCIES, INCLUDING THE ROCHESTER, NEW YORK, POLICE DEPARTMENT, WHICH HAVE EXPERIMENTED WITH NEW APPROACHES TO DEALING WITH CRIMINAL INVESTIGATIONS AND PROCESSING OFFENDERS.

THE DEPARTMENT HAS ALSO BEEN INFLUENCED BY THE RESULTS OF THE RAND CORPORATION STUDY ON THE CRIMINAL INVESTIGATION PROCESS.³ MANY OF THE FINDINGS OF THIS STUDY ARE TO BE ADDRESSED THROUGH THIS DEPARTMENT'S PROGRAM. THE PRESCRIPTIVE PACKAGE 'MANAGING CRIMINAL INVESTIGATIONS' HAS ALSO BEEN REVIEWED BY THIS AGENCY; MANY OF THE INNOVATIVE APPROACHES TO MANAGING CRIMINAL INVESTIGATIONS IN CITIES, SUCH AS THE NEW YORK, NEW YORK, AND CINCINNATI, OHIO, HAVE BEEN ASSESSED BY THIS DEPARTMENT AND ARE INCORPORATED IN THE APPROACH TO MANAGING CRIMINAL INVESTIGATIONS AS REFLECTED IN THIS DOCUMENT.⁴

THE MONTGOMERY COUNTY DEPARTMENT OF POLICE BECAME INTERESTED IN THIS PROGRAM AS A MEANS TO IMPROVE THE UTILIZATION OF MANPOWER IN INVESTIGATIVE FUNCTIONS AND INCREASE THE NUMBER OF SUCCESSFUL DISPOSITIONS TO CRIMINAL EVENTS. THE DEPARTMENT RECOGNIZED THE NEED TO ACHIEVE GREATER EFFICIENCY AND EFFECTIVENESS IN THE CONDUCT OF CRIMINAL INVESTIGATIONS. IT WAS REALIZED THAT IMPROVEMENT COULD BE ACHIEVED THROUGH THE ESTABLISHMENT OF BETTER WORKING RELATIONSHIPS BETWEEN DETECTIVE PERSONNEL AND PATROL UNITS. FURTHER, IT WAS ACKNOWLEDGED THAT A SYSTEMATIC APPROACH WOULD ONLY BE ENHANCED THROUGH IMPROVED WORKING RELATIONSHIPS BETWEEN THE POLICE AND PROSECUTORS - RELATIONSHIPS FOSTERING THE PURSUIT OF MUTUAL PRIORITIES AND STRATEGIES FOR PROSECUTION, AS WELL AS FEEDBACK REGARDING SPECIFIC CASES. THOSE GOALS ARE TO BE ADDRESSED THROUGH THE MANAGING OF CRIMINAL INVESTIGATIONS PROGRAM.

TO PLACE THIS DEPARTMENT'S APPROACH TO THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM IN PROPER PERSPECTIVE AND TO FACILITATE EVALUATION EFFORTS, AN OVERVIEW OF SPECIFIC PROGRAM ELEMENTS IS PROVIDED IN THE FOLLOWING SECTION. THESE IDEAS AND CONCEPTS ARE FURTHER DEFINED IN A MORE DETAILED DESCRIPTION OF PROGRAM COMPONENTS WHICH FOLLOWS THIS SECTION.

³ IBID., SEE ALSO VOLUME I - THE CRIMINAL INVESTIGATION PROCESS SUMMARY AND CONCLUSIONS AND VOLUME II - THE CRIMINAL INVESTIGATION PROCESS: SURVEY OF MUNICIPAL AND COUNTY DEPARTMENTS.

⁴ PETER B. BLOCK AND DONALD R. WEIDMAN. MANAGING CRIMINAL INVESTIGATIONS: PRESCRIPTIVE PACKAGE. U. S. GOVERNMENT PRINTING OFFICE, WASHINGTON, D. C., JUNE, 1975.

PROGRAM GOALS AND OBJECTIVES

THE OVERALL GOAL FOR THE PROGRAM IS TO INCREASE THE NUMBER OF ARRESTS FOR SERIOUS CRIMES THAT ARE PROSECUTEABLE AND ULTIMATELY LEAD TO A CONVICTION. THIS WILL BE ACHIEVED THROUGH A MANAGEMENT PROCESS DESIGNED TO PRODUCE BOTH INCREASED QUANTITY AND QUALITY IN INVESTIGATIVE OPERATIONS.

THE OVERALL GOAL, ITSELF, IS BROKEN DOWN INTO SIX SEPARATE SUB-GOALS. THE SUB-GOALS ARE THEN FURTHER DEFINED AND QUALIFIED BY INDIVIDUAL SETS OF OBJECTIVES AND SUB-OBJECTIVES. THE FOLLOWING LISTING OF SUB-GOALS AND OBJECTIVES HAS ALSO CATALOGUED THE VARIOUS ACTIVITIES AND TASKS INVOLVED IN IMPLEMENTATION. FOR THE MOST PART, INDIVIDUAL ACTIVITIES AID IN THE ACHIEVEMENT OF MORE THAN ONE OBJECTIVE AND CANNOT, THEREFORE, BE DIRECTLY LINKED TO A SPECIFIC OBJECTIVE OR GOAL.

SUB-GOAL I: TO IMPROVE THE PATROL FUNCTION IN BOTH PRELIMINARY AND FOLLOW-UP INVESTIGATIONS THROUGH INCREASED INVESTIGATIVE RESPONSIBILITIES.

- OBJECTIVES:
- A. IMPROVE THE PRELIMINARY INVESTIGATION DATA COLLECTION PROCESS.
 - (1) COLLECT DATA NOT PRESENTLY COLLECTED BY PATROL.
 - (2) ESTABLISH GUIDELINES NOT NOW READILY AVAILABLE TO AID THE OFFICER IN CONDUCTING THE PRELIMINARY INVESTIGATION.
 - B. REDUCE REDUNDANCY IN THE INVESTIGATIVE PROCESS BETWEEN THE PATROL AND DETECTIVE FUNCTIONS.
 - C. INCREASE PATROL INVOLVEMENT IN FOLLOW-UP INVESTIGATION PROCESSES.
 - D. INCREASE THE EFFECTIVENESS OF THE PATROL FUNCTION IN THE INVESTIGATIVE PROCESS.
 - (1) INCREASE THE NUMBER OF ARRESTS MADE BY PATROL.
 - (2) INCREASE THE NUMBER OF CASE CLOSURES MADE BY PATROL.
 - E. INCREASE PATROL OFFICER MOTIVATION TO BE INVOLVED IN THE INVESTIGATIVE PROCESS.

- ACTIVITIES:
- 1. DEFINE NEW PATROL FUNCTION RESPONSIBILITIES.
 - 2. DESIGN A NEW EVENT REPORT TO GUIDE PRELIMINARY INVESTIGATION DATA COLLECTION ACTIVITIES AND IDENTIFY CASE SOLVABILITY.
 - 3. TRAIN PATROL OFFICERS IN NEW INVESTIGATIVE RESPONSIBILITIES.

- 4. TRAIN SUPERVISORS IN NEW PATROL RESPONSIBILITIES.
- 5. TRAIN INVESTIGATORS IN THE USE OF NEW REPORT FORMS.
- 6. TRAIN PATROL OFFICERS IN THE USE OF NEW REPORT FORMS.
- 7. REFINE PROCEDURE FOR COLLECTING INFORMATION ON TIME DEVOTED TO PRELIMINARY INVESTIGATIONS.
- 8. ALLOCATE TIME FOR PATROL OFFICERS TO CONDUCT MORE COMPLETE PRELIMINARY INVESTIGATIONS AND FOLLOW-UP INVESTIGATIONS.
- 9. ASSIGN PATROL OFFICERS TO MANAGING CRIMINAL INVESTIGATIONS ON A PERIODIC BASIS TO LEARN INVESTIGATIVE TECHNIQUES AND GAIN EXPERIENCE.
- 10. ASSIGN CASES TO PATROL OFFICERS FOR FOLLOW-UP INVESTIGATIONS ON AN AS NEEDED BASIS.

SUB-GOAL II: TO IMPROVE THE PROCESS OF SELECTING CASES FOR FURTHER INVESTIGATION THROUGH THE DESIGN AND IMPLEMENTATION OF A CASE SCREENING SYSTEM.

- OBJECTIVES:
- A. REDUCE THE NUMBER OF CASES ASSIGNED FOR FOLLOW-UP INVESTIGATION.
 - B. IDENTIFY AS QUICKLY AS POSSIBLE FOR RE-ENTRY CASES PREVIOUSLY DEFINED AS UNSOLVABLE WHICH ARE RE-DEFINED AS POTENTIALLY SOLVABLE.

- ACTIVITIES:
- 1. ESTABLISH AND DEFINE THE RESPONSIBILITIES OF A CASE SCREENING POSITION.
 - 2. DESIGN A CASE SCREENING SYSTEM BASED ON SOLVABILITY FACTORS, URGENCY FOR ACTION AND IDENTIFIED CRIME PATTERNS.
 - 3. PREPARE AND PRINT CASE SCREENING FORMS.
 - 4. DEFINE PROCEDURE FOR RE-ENTERING SUSPENDED CASES.
 - 5. SCREEN CASES AND SUSPEND CASES WHICH DO NOT INITIALLY MERIT FURTHER INVESTIGATION.
 - 6. DEFINE PROCEDURE FOR ASSIGNING PATROL OFFICERS TO FOLLOW-UP INVESTIGATIONS.

SUB-GOAL III: TO IMPROVE THE MANAGEMENT OF CASES ASSIGNED FOR FOLLOW-UP INVESTIGATION THROUGH DESIGN AND IMPLEMENTATION OF A CASE MANAGEMENT SYSTEM.

OBJECTIVES: A. IMPROVE PERFORMANCE WITHIN THE FOLLOW-UP INVESTIGATION PROCESS.

- (1) INCREASE ARREST RATE PER CASE.
- (2) INCREASE CASE CLOSURE RATE PER CASE.

B. REDUCE THE TIME PERIOD BETWEEN ASSIGNMENT OF A CASE AND CASE CLOSURE.

- (1) INCREASE THE NUMBER OF CASE SUSPENSIONS MADE WITHIN A TEN DAY PERIOD FROM ASSIGNMENT FOR UNSOLVABLE CASES.
- (2) INCREASE THE NUMBER OF CASE SUSPENSIONS MADE AFTER A TEN DAY PERIOD FROM ASSIGNMENT

ACTIVITIES: 1. TRAIN INVESTIGATORS IN METHODS OF USING SOLVABILITY FACTORS.

2. ASSIGN CASES BY PRIORITY AS DETERMINED THROUGH CASE SCREENING.

3. IMPLEMENT A SYSTEM FOR ON-GOING REVIEW OF ASSIGNED CASES BASED ON ESTABLISHED REPORTING AND REVIEW DATES.

A. SET SUSPENSE DATES FOR DIFFERENT TYPES OF CASES.

B. COLLECT DATA ON CASE ASSIGNMENTS AND OUTCOMES.

SUB-GOAL IV: TO INCREASE THE QUALITY OF CASE PREPARATION AND INVESTIGATIONS THROUGH IMPROVED POLICE-PROSECUTOR RELATIONSHIPS.

OBJECTIVES: A. INCREASE THE NUMBER OF CASES ACCEPTED FOR PROSECUTION.

B. INCREASE THE NUMBER OF CASES RESULTING IN A CONVICTION.

C. INCREASE THE AMOUNT OF POLICE PROSECUTOR CASE CONTACT ON SERIOUS CASES PRIOR TO JUDICIAL PROCEEDINGS.

D. INCREASE THE USE OF PROSECUTOR FEEDBACK IN CASE PREPARATION.

ACTIVITIES: 1. DETERMINE CASE ELEMENTS NECESSARY FOR A SUCCESSFUL PROSECUTION.

2. PREPARE A CHECKLIST LISTING THOSE ELEMENTS OF AN INVESTIGATION NECESSARY FOR SUCCESSFUL PROSECUTION.

3. ESTABLISH A SYSTEM FOR CONDUCTING CONFERENCES WITHIN TEN DAYS OF ARREST BETWEEN INVESTIGATORS AND PROSECUTORS ON ALL FELONY CASES.

4. TRAIN POLICE OFFICERS IN IMPORTANT ELEMENTS OF CASE NECESSARY FOR PROSECUTION.

5. DEVELOP A SYSTEM FOR INFORMING OFFICERS OF CASE DISPOSITION AND REASONS FOR THE DISPOSITION.

SUB-GOAL V: TO IMPROVE THE CRIMINAL INVESTIGATION PROCESS THROUGH DECENTRALIZATION OF THE DETECTIVE FUNCTION.

OBJECTIVES: A. ESTABLISH WORKING RELATIONSHIPS BETWEEN PATROL AND DETECTIVE UNITS.

B. IMPROVE THE OVERALL PRODUCTIVITY OF THE CRIMINAL INVESTIGATION FUNCTION.

1. INCREASE THE NUMBER OF ARRESTS.
2. INCREASE THE NUMBER OF CASE CLOSURES.
3. INCREASE THE CASE ACCEPTANCE RATE FOR PROSECUTION.
4. INCREASE THE NUMBER OF CONVICTIONS FOR SERIOUS CRIMES.
5. INCREASE THE EFFICIENCY OF THE INVESTIGATIVE PROCESS.

ACTIVITIES: 1. DECENTRALIZE THE DETECTIVE FUNCTION.

2. SELECT THOSE INDIVIDUALS FOR DECENTRALIZED ASSIGNMENT.

3. DEFINE NEW INVESTIGATIVE RESPONSIBILITIES.

4. TRAIN INVESTIGATORS IN THEIR NEW RESPONSIBILITIES.

5. SCHEDULE VISITS BY INVESTIGATORS TO ROLL-CALL SESSIONS.

6. JOINTLY ASSIGN FOLLOW-UP CASES TO PATROL OFFICERS AND INVESTIGATORS.

SUB-GOAL VI: TO PROMOTE THE SUCCESSFUL PERFORMANCE OF OTHER PROJECT COMPONENTS THROUGH THE DESIGN AND IMPLEMENTATION OF A MONITORING SYSTEM.

OBJECTIVES: A. ESTABLISH A MONITORING SYSTEM FOR THE CRIMINAL INVESTIGATION FUNCTION BASED ON MBO PRINCIPLES.

B. COLLECT AND ANALYZE DATA ON INVESTIGATIVE OUTCOMES, ACTIVITY AND PRODUCTIVITY.

C. INTERPRET ANALYSES FOR PROGRAM PERSONNEL.

- ACTIVITIES:
1. DEFINE DATA REQUIREMENTS TO BE INCLUDED IN MONITORING SYSTEM.
 2. IDENTIFY DATA SOURCES.
 3. DEVELOP REPORTING FORMAT FOR THE MONITORING SYSTEM.
 4. ESTABLISH COMPUTERIZED SYSTEM FOR REPORTING MONITORING INFORMATION.
 5. IMPLEMENT MONITORING SYSTEM IN ACCORDANCE WITH MBO FRAMEWORK.

PROGRAM PLANNING

AS A MEANS OF DEFINING ITS OVERALL RESPONSE TO THE LEAA MANAGING CRIMINAL INVESTIGATIONS PROGRAM GUIDELINES, THIS DEPARTMENT DEVOTED THE FIRST SIX MONTHS OF THE PROJECT TO PLANNING. THIS PLANNING PHASE BEGAN ON DECEMBER 1, 1976, AND RAN UNTIL JUNE 1, 1977. DURING THIS PERIOD, PROJECT PERSONNEL REVIEWED ALL ALTERNATIVES AND FINALIZED PROGRAM GOALS AND OBJECTIVES, AS WELL AS THE STRUCTURING OF PROGRAM COMPONENTS. TO REACH MAJOR DECISIONS THE FOLLOWING ACTIVITIES WERE CARRIED OUT:

- PARTICIPATION IN THE MANAGING CRIMINAL INVESTIGATIONS EXECUTIVE TRAINING WORKSHOP IN WASHINGTON, D. C. (NOVEMBER, 1976);
- PARTICIPATION IN THE MANAGING CRIMINAL INVESTIGATIONS TRAINING WORKSHOP CONDUCTED BY THE UNIVERSITY RESEARCH CORPORATION (MARCH, 1977);
- TRAVEL TO ROCHESTER, NEW YORK, TO REVIEW AND DISCUSS PROGRAM COMPONENTS WITH EXPERIENCED MANAGING CRIMINAL INVESTIGATIONS PERSONNEL;
- TRAVEL TO SANTA MONICA, CALIFORNIA, TO REVIEW AND DISCUSS PROGRAM COMPONENTS DEVELOPED BY THIS FIELD TEST AGENCY;
- ORGANIZATION OF TASK FORCES TO IDENTIFY METHODS OF IMPLEMENTING PROGRAM COMPONENTS;
- IDENTIFICATION OF THE EXPERIMENTAL MANAGING CRIMINAL INVESTIGATIONS DISTRICT BASED ON REVIEWS OF PRIOR CRIME DATA AND ANALYSIS OF SOCIO-ECONOMIC DIFFERENCES IN THE COUNTY;
- ASSIGNMENT OF RESPONSIBILITY FOR COMPLETION OF MANAGING CRIMINAL INVESTIGATIONS TASKS;
- ASSIGNMENT OF RESPONSIBILITY WITHIN THE EXPERIMENTAL DISTRICT; AND

- PREPARATION OF A GENERAL ORDER SPECIFICALLY DEFINING NEW RESPONSIBILITIES OF PATROL AND INVESTIGATIVE UNITS UNDER MANAGING CRIMINAL INVESTIGATIONS.

IN ADDITION, SEVERAL ACTIVITIES WERE COMPLETED FOR EACH PROJECT COMPONENT. THESE EFFORTS ARE DESCRIBED IN THE FOLLOWING DISCUSSION OF MANAGING CRIMINAL INVESTIGATIONS TASK FORCES.

MANAGING CRIMINAL INVESTIGATIONS TASK FORCES

TO ENHANCE THE OPPORTUNITY FOR SUCCESS OF THE PROJECT AND TO FACILITATE PARTICIPATORY MANAGEMENT IN THE PROGRAM, FIVE TASK FORCES WERE FORMED TO AID IN BOTH PLANNING AND THE IMPLEMENTATION DECISION MAKING SESSIONS. THESE DISTINCT MANAGING CRIMINAL INVESTIGATIONS TASK FORCES WERE CREATED AND GIVEN CERTAIN ASSIGNMENTS RELATIVE TO EITHER PROGRAM IMPLEMENTATION OR OPERATION. THE DEPARTMENT STRUCTURED THESE TASK FORCES WITH REPRESENTATIVES OF LINE AND STAFF UNITS, AS WELL AS REPRESENTATIVES OF BOTH UNIFORM PATROL AND INVESTIGATIONS. IN SO FAR AS PRACTICAL, TASK FORCE MEMBERS WERE SELECTED ON A VOLUNTARY BASIS, ALTHOUGH SOME ASSIGNMENTS WERE MADE BASED ON POSITION WITHIN THE DEPARTMENT. THE VARIOUS TASK FORCES AND THEIR SPECIFIC RESPONSIBILITIES AND ACTIVITIES ARE DESCRIBED IN THE FOLLOWING:

1. THE MANAGING CRIMINAL INVESTIGATIONS COORDINATING TASK FORCE. THIS GROUP HAS SERVED AS AN INTRA-DEPARTMENTAL COORDINATING AND DIRECTING BODY AND HAS MET REGULARLY TO DISCUSS PROJECT STATUS AND PLANS. THIS TASK FORCE FUNCTIONS AS A COORDINATING TASK FORCE FOR EACH OF THE ADDITIONAL TASK FORCE GROUPS (REFERRED TO AS SUB-TASK FORCES). THE TASK FORCE HAS CONDUCTED MEETINGS THROUGHOUT THE PLANNING AND IMPLEMENTATION STAGES OF THE PROJECT STRUCTURED TO REVIEW DECISIONS REACHED BY EACH OF THE SUB-TASK FORCES AND PROVIDE OVERALL PROJECT DIRECTION. THIS GROUP CONSISTS OF COMMANDERS OF THE PATROL AND CRIMINAL INVESTIGATIONS DIVISIONS, THE SPECIAL ASSISTANT TO THE DIRECTOR OF POLICE, THE DIRECTOR OF THE RESEARCH AND PLANNING DIVISION (THE MANAGING CRIMINAL INVESTIGATIONS PROJECT MONITOR), THE PROGRAM EVALUATOR, THE PROJECT DIRECTOR, THE COMMANDER OF THE SILVER SPRING DISTRICT (PROJECT COORDINATOR), AND THE COMMANDER OF THE EDUCATION AND TRAINING DIVISION.

2. THE MANAGING CRIMINAL INVESTIGATIONS TASK FORCE ON 'THE ESTABLISHMENT OF CASE SCREENING CRITERIA AND THE DEVELOPMENT OF A SCREENING MODEL REPORT FORM BASED ON PERTINENT SOLVABILITY FACTORS.' THIS TASK FORCE HAS MET THROUGHOUT THE PLANNING AND IMPLEMENTATION PERIOD TO (1) DESIGN AN EVENT REPORT FORM TO INCLUDE SOLVABILITY FACTORS AND PERTINENT PROJECT EVALUATIVE DATA; AND (2) IDENTIFY APPROPRIATE CASE SCREENING CRITERIA TO BE USED IN THE EXPERIMENTAL DISTRICT. THE TASK FORCE HAS DEVOTED CONSIDERABLE EFFORT TO THE DESIGN OF THE EVENT REPORT FORM. THIS WAS CONSIDERED A CRUCIAL TASK SINCE IT WOULD SERVE AS THE BASIC DATA COLLECTION INSTRUMENT FOR MANAGING CRIMINAL INVESTIGATIONS. THIS GROUP DETERMINED, AFTER CONSIDERING NUMEROUS REPORT FORM DESIGNS, THAT AN INVESTIGATIVE ORIENTED FORM WAS MOST SUITABLE. (SEE APPENDIX A FOR A COPY OF THE NEW EVENT REPORT FORM AND PREVIOUSLY USED INCIDENT REPORT,

CRIMES AGAINST PERSONS REPORT AND CRIMES AGAINST PROPERTY). THE NEW FORM WAS ALSO DESIGNED TO CAPTURE EVALUATIVE DATA RECOMMENDED BY THE MANAGING CRIMINAL INVESTIGATIONS TASK FORCE ON THE MONITORING SYSTEM.

THE DEPARTMENT CONTRACTED WITH A SPECIFIC CONSULTANT, MR. G. HOBART REINIER OF GHR AND ASSOCIATES, TO ASSIST IN THE DESIGN OF THE EVENT REPORT.⁵ MR. REINIER WAS MOST HELPFUL IN ANALYZING THE NEEDS OF THE DEPARTMENT AND IN CONSIDERING ALTERNATIVE TYPES OF EVENT REPORTS. HE ALSO SERVED AS AN EXCELLENT FACILITATOR IN TASK FORCE MEETINGS.

THIS TASK FORCE HAS ALSO RECOMMENDED SPECIFIC CRITERIA FOR THE DEVELOPMENT OF A CASE SCREENING SYSTEM. THESE SUGGESTIONS HAVE BEEN INCORPORATED INTO THE PROGRAM DESIGN.

3. THE MANAGING CRIMINAL INVESTIGATIONS TASK FORCE ON 'THE IMPROVEMENT OF POST ARREST INVESTIGATIVE PROCESSES THROUGH ESTABLISHMENT OF POLICE/STATE'S ATTORNEY COORDINATION/COOPERATION FEEDBACK SYSTEMS'. THE POLICE-PROSECUTOR RELATIONS TASK FORCE HAS MET SEVERAL TIMES DURING THE PLANNING AND IMPLEMENTATION STAGES TO (1) DEFINE DATA COLLECTION NEEDS BOTH FOR THE PRE MANAGING CRIMINAL INVESTIGATIONS IMPLEMENTATION PERIOD AND FOR THE TWELVE MONTH EXPERIMENTAL TIME FRAME; (2) FORMALIZE A CASE FEEDBACK SYSTEM USING A NEWLY DEVELOPED CASE FEEDBACK FORM DEVELOPED BY THE TASK FORCE; (3) PREPARE AND DELIVER A TRAINING PROGRAM FOR MANAGING CRIMINAL INVESTIGATIONS INVESTIGATORS IN PRIORITIES FOR CASE PROSECUTION. THE TASK FORCE, IN COMPLETING THESE ACTIVITIES, HAS SERVED AS A SOUNDING BOARD FOR JOINT POLICE-PROSECUTION ENDEAVORS. THIS IS MADE POSSIBLE BY THE MEMBERSHIP OF THE TASK FORCE - INCLUDING BOTH POLICE AND PROSECUTOR PERSONNEL.

THE PROSECUTOR TRAINING DELIVERED TO THE MANAGING CRIMINAL INVESTIGATIONS INVESTIGATORS FOCUSED ON THE LIST OF 39 QUESTIONS INCLUDED IN THE MANAGING CRIMINAL INVESTIGATIONS TRAINING DELIVERED BY THE UNIVERSITY RESEARCH CORPORATION.⁶

4. THE MANAGING CRIMINAL INVESTIGATIONS TASK FORCE FOR 'DESIGNING A FORMALIZED TRAINING PROGRAM SPECIFICALLY TAILORED TO INVESTIGATIVE TECHNIQUES WITH EMPHASIS PLACED ON REACHING AND MAINTAINING AN ACCEPTABLE LEVEL OF PROFICIENCY IN THE CONDUCT OF PRELIMINARY AND FOLLOW-UP CRIMINAL INVESTIGATION'. THIS TASK FORCE HAS PLAYED AN IMPORTANT ROLE IN PROGRAM PLANNING AND IMPLEMENTATION EFFORTS. THROUGH THIS GROUP'S EFFORTS, ALL PATROL OFFICERS ASSIGNED TO THE SILVER SPRING DISTRICT WERE EXPOSED TO TWO DAYS OF TRAINING IN INVESTIGATIVE PROCESSES. THE OBJECTIVE OF THIS TRAINING WAS TO PREPARE ALL PATROL OFFICERS IN THIS DISTRICT TO CONDUCT COMPLETE PRELIMINARY INVESTIGATIONS. THE COURSE TOOK THE FORM OF A REFRESHER SINCE ALL OFFICERS HAD BEEN EXPOSED TO INVESTIGATIVE PROCEDURES DURING RECRUIT

⁵ GHR AND ASSOCIATES, 515 WOODCREST DRIVE, BLOOMINGTON, INDIANA 47401, IS AN EXPERIENCED CONSULTING ORGANIZATION SPECIFICALLY FAMILIAR WITH LAW ENFORCEMENT PROGRAM DESIGN AND IMPLEMENTATION.

⁶ MANAGING CRIMINAL INVESTIGATIONS WORKSHOP, PHILADELPHIA, PENNSYLVANIA, NOVEMBER, 1976, CONDUCTED BY THE UNIVERSITY RESEARCH CORPORATION, EXECUTIVE TRAINING PROGRAM IN ADVANCED CRIMINAL JUSTICE PRACTICES.

TRAINING. SPECIFIC TOPICS WERE IDENTIFIED THROUGH A NEEDS TRAINING ANALYSIS OF SKILL LEVELS AND PERCEIVED WEAKNESSES. AS PART OF THE TRAINING PROGRAM, EACH INSTRUCTOR PREPARED A LESSON PLAN INCLUDING A LIST OF MAJOR TASK PERFORMANCE OBJECTIVES, A PRESENTATION OUTLINE, AND A LIST OF PRACTICAL TEST QUESTIONS.

5. THE MANAGING CRIMINAL INVESTIGATIONS TASK FORCE FOR 'DESIGNING AN INTERNAL MANAGING CRIMINAL INVESTIGATIONS PROJECT MONITORING SYSTEM TO MONITOR AND EVALUATE PROJECT PERFORMANCE CONSISTENT WITH MBO PRINCIPLES AND NATIONAL EVALUATION'. THIS TASK FORCE HAS BEEN INSTRUMENTAL IN DEFINING MONITORING ELEMENTS DURING THE PLANNING AND IMPLEMENTATION PERIOD. THE GROUP HAS WORKED WITH THE PROGRAM EVALUATOR (TASK FORCE CHAIRMAN) IN IDENTIFYING PROJECT COMPONENT OBJECTIVES, MONITORING STRATEGIES AND COMPONENT MEASURES AND DATA ELEMENTS. THE TASK FORCE HAS ALSO REVIEWED, DISCUSSED AND RESPONDED TO NEWLY DEVELOPED FORMS AND INSTRUMENTS PREPARED BY OTHER SUB-TASK FORCES (E.G., EVENT REPORT FORM, PROSECUTOR FEEDBACK FORM).

THE MONITORING TASK FORCE ALSO WILL SERVE AN IMPORTANT ROLE THROUGHOUT THE TWELVE MONTH IMPLEMENTATION AND EVALUATION PERIOD. DATA OBTAINED BY THE PROGRAM EVALUATOR WILL BE REVIEWED WITH THE TASK FORCE FOR INTERPRETATION AND FEEDBACK TO PROJECT ADMINISTRATORS. IN ESSENCE, THIS TASK FORCE SERVES AS A SOUNDING BOARD FOR PERIODIC AND FINAL PROGRAM RESULTS RELATIVE TO EACH COMPONENT.

PROGRAM COMPONENTS

PROGRAM GOALS AND OBJECTIVES ARE TO BE ACHIEVED THROUGH SEVERAL ALTERATIONS TO THE TRADITIONAL INVESTIGATIVE PROCESS PRACTICED BY THIS DEPARTMENT. THESE CHANGES ARE DESCRIBED FOR EACH SUB-GOAL OF THE PROGRAM IN THE FOLLOWING.

ENHANCING THE ROLE OF THE PATROL OFFICER. THE INITIAL ISSUE TO BE DEALT WITH IN THIS PROJECT IS THE ROLE OF THE PATROL OFFICER IN THE PRELIMINARY INVESTIGATION PROCESS. THIS IS ESSENTIAL DUE TO THE IMPORTANCE AND ACCURACY OF INFORMATION RECEIVED AT THE CRIME SCENE. MORE COMPLETE DATA COLLECTION WILL ENABLE A MORE THOROUGH AND SUCCESSFUL INVESTIGATION, THEREBY LEADING TO A MORE SUCCESSFUL PROSECUTION RATE. THE FOCAL POINT IN THIS ISSUE IS TO IDENTIFY KEY INFORMATION TO BE COLLECTED DURING THE PRELIMINARY INVESTIGATION. THIS WAS ACCOMPLISHED BY CONVENING A TASK FORCE ON THE CASE REPORTING SYSTEM. EXPERIENCED OFFICERS ASSIGNED TO THIS TASK FORCE, CONSISTING OF BOTH PATROL OFFICERS AND INVESTIGATORS, IDENTIFIED INFORMATION PERTINENT TO CASE SOLVABILITY. THIS INFORMATION WAS INCORPORATED INTO A SET OF SOLVABILITY FACTORS WHICH WILL BE USED TO GUIDE THE PATROL OFFICER DURING THE PRELIMINARY INVESTIGATION. SOLVABILITY INFORMATION WILL BE PASSED ON TO INVESTIGATORS AS INSTRUCTIONS FOR GUIDING THE FOLLOW-UP INVESTIGATION. THE FOLLOW-UP INVESTIGATOR WILL IN ALL LIKELIHOOD BE ABLE TO CONDUCT HIS JOB MORE EFFICIENTLY AND EFFECTIVELY WITH THIS INFORMATION.

THE SOLVABILITY FACTORS WERE INCORPORATED IN A NEW CRIMINAL EVENT REPORT FORM WHICH COMBINES THREE PREVIOUS FORMS; THE INCIDENT REPORT, THE CRIMES AGAINST PERSONS REPORT AND THE CRIMINALS AGAINST PROPERTY REPORT, AND WILL BE IMPLEMENTED IN THE SILVER SPRING DISTRICT. THE SOLVABILITY FACTORS ARE LISTED BELOW:

1. IS THERE A WITNESS

2. IS A SUSPECT NAMED
3. IS A SUSPECT KNOWN
4. IS A SUSPECT DESCRIBED
5. CAN A SUSPECT BE IDENTIFIED
6. CAN A SUSPECT VEHICLE BE IDENTIFIED
7. IS THERE A DISTINGUISHABLE M.O.
8. IS A PATTERN PRESENT
9. IS STOLEN PROPERTY TRACEABLE
10. IS PHYSICAL EVIDENCE PRESENT

THIS DEPARTMENT HAS USED A NEW APPROACH WITH THIS FORM. RATHER THAN JUST LISTING THE SOLVABILITY FACTORS, AS HAS OCCURRED IN THE ROCHESTER, N. Y. POLICE DEPARTMENT AND OTHER AGENCIES, THIS DEPARTMENT HAS ELECTED TO ASSIGN WEIGHTS TO EACH SOLVABILITY ITEM. IT IS FELT THAT THIS DESIGNATION OF THE DEGREE OF POTENTIAL SOLVABILITY WILL PRODUCE MORE ACCURATE INFORMATION TO BE USED IN WEIGHING THE CASE. THE RANKING SYSTEM ALLOWS AN OFFICER TO ASSIGN THE FOLLOWING WEIGHTS TO A CASE: NONE (N), POOR (P), FAIR (F), GOOD (G), AND EXCELLENT (E). THESE CATEGORIES ARE REPEATED FOR EACH SOLVABILITY FACTOR.

AS PART OF THIS PROGRAM, THIS DEPARTMENT WILL ATTEMPT TO ASCERTAIN THE RELATIONSHIP BETWEEN SOLVABILITY RATINGS AND CASE OUTCOMES. IN THIS SENSE, THE SOLVABILITY WEIGHTS ARE EXPERIMENTAL IN NATURE. IT WOULD BE PREMATURE TO DIRECT AN OFFICER TO WEIGHT ONE CASE, FOR EXAMPLE, AS HAVING AN EXCELLENT SUSPECT DESCRIPTION AND ANOTHER AS HAVING ONLY A GOOD DESCRIPTION. THE VARIANCE BETWEEN THESE RATINGS WILL BE DETERMINED THROUGHOUT THE COURSE OF THE PROGRAM.

IN THIS ANALYSIS, AMPLE CONSIDERATION IS TO BE GIVEN TO PRELIMINARY, AS OPPOSED TO FOLLOW-UP INVESTIGATIVE ACTIVITIES. IT IS RECOGNIZED THAT THERE IS OFTEN A FINE LINE BETWEEN THE TWO. FREQUENTLY, A PATROL OFFICER WILL MOVE FROM THE PRELIMINARY INTO THE FOLLOW-UP AT THE SCENE OF THE CRIME. AT OTHER TIMES, HIS INVESTIGATION, STILL IN ITS PRELIMINARY STAGES, WILL BE CARRIED OVER FROM ONE DAY TO ANOTHER.

TO RESOLVE A DEFINITIONAL PROBLEM, THE DEPARTMENT HAS DEFINED THE PRELIMINARY INVESTIGATION AS THE HUNT FOR SOLVABILITY INFORMATION. IF IN THE COURSE OF THIS PROCESS, ENOUGH INFORMATION IS OBTAINED TO MAKE AN ARREST, THEN THE PRELIMINARY INVESTIGATION TERMINATES. A TIME FRAME IS ALSO IMPOSED ON THE PRELIMINARY INVESTIGATION. THIS PHASE OF THE INVESTIGATION MUST BE COMPLETED WITHIN 48 HOURS OF THE EVENT. SUCH A TIME HAS BEEN IMPOSED TO ENSURE THE CONTINUAL PROCESSING OF CASES.

PROPER USE OF THE NEW EVENT REPORT FORM WILL BE ENHANCED BY TRAINING, WHICH WILL NOT ONLY BE DIRECTED AT THE PATROL OFFICERS AND INVESTIGATORS, BUT ALSO AT MANAGEMENT AND SUPERVISORY PERSONNEL, AS THESE INDIVIDUALS MUST PLAY A KEY ROLE IN ENSURING THE INTEGRITY OF THE INVESTIGATION PROCESS. PART OF THE TRAINING OF THE PATROL OFFICER WILL INCLUDE NEW PATROL FUNCTION RESPONSIBILITIES (E.G., THE FILLING OUT OF A NEW EVENT FORM AND QUESTIONS TO ASCERTAINED AS AN INVESTIGATOR). ADDITIONALLY, IN ACCORDANCE WITH THE CASE SCREENING SYSTEM DESCRIBED HEREIN, PATROL OFFICERS WILL BE AFFORDED THE OPPORTUNITY TO MAKE SPECIFIC RECOMMENDATIONS CONCERNING THE DESIRABILITY OF CONTINUING THE INVESTIGATIVE EFFORT. THIS RECOMMENDATION WILL BE BASED ON THE SOLVABILITY RATING

FOR THE CASE AND/OR ON ANY OTHER PERTINENT INFORMATION WHICH MAY BE AVAILABLE TO THE OFFICER AND JUSTIFIES A CONTINUING INVESTIGATION (E.G., STATE OF MIND OF THE VICTIM).

TECHNIQUES FOR DETERMINING THIS RECOMMENDATION WILL BE INCLUDED IN THE TRAINING PROGRAM. FINALLY, THE TRAINING WILL DESCRIBE THE CASE SCREENING SYSTEM THROUGH WHICH PATROL RECOMMENDATIONS WILL BE ANALYZED AND A DECISION MADE AS TO WHETHER THE CASE MERITS FURTHER INVESTIGATION.

PATROL OFFICERS WILL BE INFORMED ON THEIR NEW INVESTIGATIVE RESPONSIBILITIES, AS WELL AS APPRISED OF THE OVERALL MANAGING CRIMINAL INVESTIGATIONS INVESTIGATIVE FRAMEWORK THROUGH A GENERAL ORDER DISTRIBUTED TO ALL DISTRICT PERSONNEL (SEE APPENDIX B).

IN ORDER TO OBTAIN MORE COMPLETE PRELIMINARY INVESTIGATIONS, THE PATROL OFFICER MUST BE AFFORDED THE TIME DURING HIS REGULAR TOUR OF DUTY TO CONDUCT THOROUGH INVESTIGATIONS. TRADITIONALLY, PATROL OFFICERS HAVE BEEN FORCED TO JUMP FROM CALL TO CALL WITH LITTLE TIME TO INTERVIEW WITNESSES OR COLLECT PHYSICAL EVIDENCE. THE PATROL OFFICER'S WORKLOAD WILL BE THOROUGHLY ANALYZED TO ADDRESS THIS ISSUE. IT MAY BE DETERMINED, FOR INSTANCE, THAT WORKLOAD DEMANDS DURING CERTAIN HOURS OF THE DAY ARE LIGHT ENOUGH TO FACILITATE ALLOCATING SEVERAL OFFICERS TO CONDUCT INVESTIGATIONS. THE SILVER SPRING DISTRICT COMMANDER (MANAGING CRIMINAL INVESTIGATIONS PROJECT COORDINATOR) WILL PLAY A CRITICAL ROLE IN THIS EFFORT. IT IS CONCEIVABLE THAT THIS COMMANDER WILL BE REQUIRED TO MAKE SEVERAL POLICY DECISIONS REGARDING MANPOWER DEPLOYMENT DURING THE COURSE OF THE PROGRAM.

A RELATED TRAINING TASK WILL BE THE ON THE JOB TRAINING FOR PATROL OFFICERS AS THEY ARE ASSIGNED TO WORK WITH MANAGING CRIMINAL INVESTIGATIONS INVESTIGATORS. UNIFORMED OFFICERS WILL BE ROTATED, ON SIX WEEK INTERVALS, THROUGH THE MANAGING CRIMINAL INVESTIGATIONS UNIT. IT IS ANTICIPATED THAT THIS TRAINING WILL NOT ONLY PROVIDE INVESTIGATIVE EXPERIENCE FOR ALL TYPES OF CASES, BUT WILL ALSO FOSTER IMPROVED WORKING RELATIONSHIPS BETWEEN UNIFORMED OFFICERS AND INVESTIGATORS.

AN ADDITIONAL OUTCOME OF THIS PROJECT IS THE AVAILABILITY OF DETECTIVES TO PROVIDE ADVICE AND COUNSEL TO PATROL OFFICERS WORKING ON SPECIFIC CASES. UNIFORMED OFFICERS HAVE THE OPPORTUNITY TO CONSULT WITH DETECTIVES TO COMPARE, FOR EXAMPLE, A SUSPECT DESCRIPTION ON ONE CASE WITH SEVERAL OTHERS. ALSO, PATROL OFFICERS CAN SEEK SPECIFIC ADVICE FROM INVESTIGATORS CONCERNING INVESTIGATIVE METHODS.

THE PATROL OFFICERS ASSIGNED TO THE SILVER SPRING DISTRICT WILL BE ASSIGNED SPECIFIC CASES FOR FOLLOW-UP INVESTIGATION. INITIALLY, CASES WILL BE ASSIGNED TO PATROL WHICH REQUIRE LITTLE INVESTIGATIVE SKILL. THE CASE SCREENER, IN REVIEWING CASES, WILL SELECT THOSE CASES IN WHICH AN ARREST CAN BE EASILY MADE WITH ONLY A SMALL LEVEL OF INVESTIGATIVE EFFORT AND ASSIGN THOSE CASES TO PATROL. THIS PROCESS WILL ALLOW PATROL OFFICERS TO GAIN EXPERIENCE IN INVESTIGATIVE TECHNIQUES AND, AT THE SAME TIME, RELIEVE MANAGING CRIMINAL INVESTIGATIONS INVESTIGATORS OF CONSIDERABLE WORKLOAD.

THESE CHANGES, IF IMPLEMENTED PROPERLY, WILL RESULT IN AN ENHANCED PATROL OPERATION. UNIFORMED OFFICERS WILL NOT ONLY BE BETTER TRAINED AND CAPABLE OF PERFORMING DIFFERENT TASKS, BUT WILL ALSO HAVE A BETTER PERCEPTION OF THEIR JOB. IT IS HYPOTHESIZED THAT SUCH IMPROVEMENTS WILL PRODUCE GREATER PRODUCTIVITY IN THE PATROL FUNCTION.

CASE SCREENING

THIS DEPARTMENT HAS THOROUGHLY REVIEWED THE CASE SCREENING SYSTEMS DEVELOPED BY THE STANDFORD RESEARCH INSTITUTE AND THE MULTNOMAH COUNTY, OREGON POLICE DEPARTMENT. THESE SYSTEMS WERE COMPARED WITH THE BURGLARY SCREENING SYSTEM CURRENTLY USED BY THE CRIMES AGAINST PROPERTY UNIT (DISCUSSED PREVIOUSLY). THE TASK FORCE ON THE REPORTING SYSTEM AND CASE SCREENING REVIEWED THESE TO DETERMINE THE MOST SUITABLE APPROACH TO BE USED. THE DEVELOPED SYSTEM REFLECTS NOT ONLY SCREENING PRIORITIES FOR THE GRAVITY OF THE OFFENSE, BUT ALSO FOR THE IDENTIFIED SOLVABILITY AND PERCEIVED URGENCY FOR ACTION.

PARAMOUNT IN CASE SCREENING SYSTEM DEVELOPMENT WAS THE RECOGNITION THAT NOT ALL CASES CAN BE SCREENED ACCORDING TO A WEIGHTED SCORE. ALL MURDERS AND RAPES, FOR EXAMPLE, WILL BE INVESTIGATED BY THE MANAGING CRIMINAL INVESTIGATIONS UNIT DESPITE THE SOLVABILITY RATING. FURTHER, OTHER FACTORS SUCH AS IDENTIFIED CRIME TRENDS MAY NECESSITATE ASSIGNMENT FOR FURTHER INVESTIGATION ALTHOUGH THE CASE ON THE SURFACE MAY NOT APPEAR TO BE SOLVABLE.

THE CASE SCREENING DECISIONS ARE TO BE MADE BY THE CASE SCREENER, OR INVESTIGATIVE COORDINATOR FOR THE SILVER SPRING DISTRICT. AN EXPERIENCED INVESTIGATOR HAS BEEN ASSIGNED TO THIS POSITION. IN HIS CAPACITY, THE CASE SCREENER REVIEWS ALL EVENT REPORTS COMPLETED AT THE SILVER SPRING DISTRICT. THE IMPORTANCE OF THIS POSITION CANNOT BE MINIMIZED. THE CASE SCREENER HAS THE OPPORTUNITY TO ENSURE CONSISTENCY AND ACCURACY IN CASE REPORTING. HE ALSO HAS THE IMPORTANT ROLE OF IDENTIFYING CRIME TRENDS AND PATTERNS THROUGHOUT THE ENTIRE DISTRICT.

THE CASE SCREENER ALSO HAS RESPONSIBILITY FOR FOLLOW-UP CASE ASSIGNMENTS. HE HAS THE OPTION TO ASSIGN CASES TO PATROL OFFICERS AS WELL AS TO DETECTIVES. THIS DECISION WILL BE BASED ON THE LEVEL OF INVESTIGATIVE PROFICIENCY REQUIRED.

ANOTHER ASPECT OF THE CASE SCREENER'S ROLE IS TO KEEP TRACK OF SUSPENDED CASES TO DETERMINE IF THEY SHOULD BE RE-ENTERED AT SOME LATER TIME. PERIODICALLY, ADDITIONAL INFORMATION WILL BE RECEIVED EITHER FROM THE VICTIM OR COMPLAINANT, OR FROM THE UNIFORMED OFFICER, WHICH NECESSITATES RE-ENTRY OF A PARTICULAR CASE. MOREOVER, A SERIES OF SUSPENDED CASES WITH SIMILAR M.O.'S MAY BE RE-ENTERED WHEN THE CRIME PATTERN IS DETECTED. IN THIS INSTANCE, THE CASE WILL BE RE-SCREENED AND ASSIGNED A HIGHER WEIGHT.

IMPLEMENTATION OF THE CASE SCREENING SYSTEM WILL RESULT IN BETTER QUALITY INVESTIGATIONS. CASES WITH LITTLE POTENTIAL SOLVABILITY WILL BE SCREENED FROM THE SYSTEM, THEREFORE, PRODUCING MORE EFFECTIVE RESOURCE ALLOCATION WITHIN THE DETECTIVE FUNCTION. DETECTIVES WILL BE AFFORDED GREATER LATITUDE TO WORK ON THOSE CASES REQUIRING INVESTIGATIVE EXPERTISE.

MANAGEMENT OF THE CONTINUING INVESTIGATION. IT IS ANTICIPATED THAT THROUGH TRAINING PROGRAMS, THE USE OF THE NEW EVENT REPORT FORM AND NEWLY CREATED INVESTIGATIVE CHECKLISTS, THE INVESTIGATION PROCESS IN SILVER SPRING WILL BE IMPROVED SUBSTANTIALLY.

THE DESIGN AND IMPLEMENTATION OF A CASE MANAGEMENT SYSTEM THROUGH WHICH REPORTING AND REVIEW PERIODS WILL BE ADHERED TO FOR ALL CASES, WILL FACILITATE THESE IMPROVEMENTS. EACH ASSIGNED CASE WILL BE GIVEN A SUSPENSE DATE BASED ON SCREENING CRITERIA AND PRIORITY. THE ASSIGNED INVESTIGATOR WILL BE RESPONSIBLE FOR EITHER CLOSING THE CASE WITHIN THIS TIME PERIOD OR ISSUING A REPORT, EITHER WRITTEN OR VERBAL, ACKNOWLEDGING REASONS FOR CONTINUATION OF THE INVESTIGATION.

THE INSTITUTION OF THIS CASE REPORTING SYSTEM WILL RELIEVE THE INVESTIGATOR OF UNWORKABLE CASES THEREBY FREEING HIM OR HER TO SPEND MORE TIME ON SOLVABLE CASES. IT IS BELIEVED THAT THE UNWORKABLE CASES HAVE CONSUMED A LARGE PERCENTAGE OF INVESTIGATIVE TIME IN THE PAST. DETECTIVES HAVE BEEN OBLIGED TO DEVOTE TIME AND EFFORT TO THESE CASES ALTHOUGH THERE IS LITTLE CHANCE OF SOLVABILITY. THIS NEW REPORTING SYSTEM PROVIDES A MECHANISM TO FORMALLY RELIEVE THE INVESTIGATOR OF THIS WORKLOAD.

BECAUSE THE REPORTING PROCEDURE WILL BE FOLLOWED CLOSELY, IT IS EXPECTED THAT AN INCREASED NUMBER OF CASE SUSPENSIONS WILL BE MADE WITHIN TEN DAYS OF ASSIGNMENT. THESE CASES, WHICH WILL MOST LIKELY RECEIVE A LOW SOLVABILITY RATING BY THE PATROL OFFICER AND A LOW SCREENING PRIORITY, ONCE SUSPENDED WILL NOT BE WORKED ON AGAIN UNLESS ADDITIONAL EVIDENCE IS OBTAINED.

SIMILARLY, THE IMPLEMENTATION OF CASE REVIEW TIME PERIODS WILL INCREASE THE NUMBER OF CASES SUSPENDED AFTER TEN DAYS FROM ASSIGNMENT. THESE REVIEW PERIODS ARE BEING ADOPTED TO REDUCE THE NUMBER OF CASES OUTSTANDING FOR INORDINATE TIME PERIODS.

AS PART OF THIS PROJECT, AN ANALYSIS WILL BE CONDUCTED OF THE TIME ASSOCIATED WITH AN INVESTIGATION AND CASE SOLVABILITY. BECAUSE THESE FIGURES MAY VARY BY TYPE OF CRIME, ALTERNATIVE TIME PERIODS FOR CASE TERMINATION WILL MOST LIKELY BE IMPLEMENTED. FOR INSTANCE, IT MAY BE CONCLUDED THAT AFTER A PERIOD OF TEN DAYS THE POTENTIAL FOR SOLVING A BURGLARY OR LARCENY CASE MAY BE PRACTICALLY NON-EXISTENT. ROBBERIES AND ASSAULTS, ON THE OTHER HAND, MAY BE SOLVED AT A HIGHER FREQUENCY WITHIN TEN TO THIRTY DAYS OF ASSIGNMENT. IT IS EXPECTED THAT ADJUSTMENTS WILL BE MADE IN THE CASE REPORTING SYSTEM IN ACCORDANCE WITH THESE FINDINGS.

THE IMPLEMENTATION OF A MORE FORMALIZED MANAGEMENT SYSTEM WITHIN THE DETECTIVE FUNCTION IS DESIGNED TO IMPROVE BOTH INVESTIGATOR EFFECTIVENESS AND EFFICIENCY. IT IS HYPOTHESIZED THAT THESE CHANGES WILL PRODUCE INCREASES IN CASE CLOSURES BY ARREST, AND ULTIMATELY CONVICTIONS THROUGH THE COURT. THE NEW SYSTEM IS ALSO DESIGNED TO INCREASE EFFICIENCY BY ASSIGNING OFFICERS TO ONLY THOSE CASES WITH HIGH SOLVABILITY POTENTIAL, AND BY CONTINUALLY REVIEWING CASELOADS TO SUSPEND THOSE CASES WHICH CANNOT BE SOLVED.

POLICE-PROSECUTOR RELATIONSHIPS. IN AN EFFORT TO INCREASE THE NUMBER OF CASES ACCEPTED FOR PROSECUTION BY THE COUNTY STATE'S ATTORNEYS OFFICE AND PRODUCE MORE CASE CONVICTIONS, SEVERAL NEW PROGRAMS, DESIGNED TO PRODUCE BETTER COMMUNICATION BETWEEN THE POLICE AND THE PROSECUTOR, WILL BE IMPLEMENTED. COOPERATION WILL BE ENHANCED IN PART THROUGH THE ASSIGNMENT OF A SET OF PROSECUTORS TO THE SILVER SPRING STATION. THE COUNTY HAS FOLLOWED SUCH A PROGRAM IN PAST YEARS, BUT HAS NOT IMPLEMENTED PROCEDURES FOR MUTUAL DISCUSSION OF PROBLEMS AND NEEDS. THESE DISCUSSIONS WILL OCCUR DURING CASE PREPARATIONS. PRE-TRIAL CONFERENCES ARE TO BE SCHEDULED FOR ALL FELONY CASES. IT IS EXPECTED THAT IN THESE MEETINGS MEMBERS OF THE STATE'S ATTORNEY'S OFFICE WILL REVIEW CASE ELEMENTS WITH INVESTIGATING OFFICERS AND DEVELOP A STRATEGY FOR PROSECUTION.

ANOTHER NEW ACTIVITY BROUGHT ABOUT THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM IS THE USE OF A CHECKLIST TO HELP GUIDE INVESTIGATIVE ACTIONS. THIS CHECKLIST, DEVELOPED BY THE TASK FORCE ON POLICE-PROSECUTOR LIAISON AND TO BE FILLED OUT BY THE FOLLOW-UP INVESTIGATOR, CONTAINS THE INVESTIGATIVE INFORMATION MOST CRITICAL TO CASE SOLVABILITY FROM THE PROSECUTOR'S PERSPECTIVE. IT IS FELT THAT USE OF THIS FORM WILL ENSURE A GREATER PROBABILITY OF CASE ACCEPTANCE AND WILL REDUCE PROSECUTORIAL EFFORTS OF FOLLOWING UP WITH THE INVESTIGATOR TO CHECK OR REVIEW CERTAIN ASPECTS OF THE CASE.

ADDITIONALLY, FORMALIZED TRAINING PROGRAMS MAY BE CONDUCTED BY MEMBERS OF THE STATE'S ATTORNEY OFFICE TO FOSTER BETTER WORKING RELATIONS. SUCH A PROGRAM WAS INSTITUTED AT THE MANAGING CRIMINAL INVESTIGATIONS IN-SERVICE TRAINING CONDUCTED PRIOR TO IMPLEMENTATION. ADDITIONAL SESSIONS OF THIS TYPE WILL BE IMPLEMENTED ON AN AS NEED BASIS.

FURTHER, OFFICERS WILL BE APPRISED OF CASE DISPOSITIONS THROUGH A CASE FEEDBACK FORM (SEE APPENDIX C). THIS FORM WILL BE COMPLETED FOR ALL CASES BY THE POLICE LIAISON OFFICER ASSIGNED TO THE STATE'S ATTORNEY'S OFFICE AND FORWARDED BACK TO THE DISTRICT FOR REVIEW. THE FORM WILL BE BENEFICIAL IN PROVIDING CASE OUTCOME INFORMATION, HERETOFORE NOT AVAILABLE, AND IN IDENTIFYING POTENTIAL AREAS FOR INVESTIGATIVE IMPROVEMENT.

DISPOSITION DATA WILL BE ADDED TO THE FORM AT A LATER DATE FOR MOST TYPES OF CASES. THE POLICE LIAISON OFFICER WILL KEEP TRACK OF THOSE CASES WITH AN OUTSTANDING DISPOSITION, ADD THE DISPOSITION WHEN IT BECOMES AVAILABLE AND FORWARD THE INFORMATION TO THE MANAGING CRIMINAL INVESTIGATIONS UNIT.

DECENTRALIZATION OF THE DETECTIVE FUNCTION. THE MOST OBVIOUS ORGANIZATIONAL CHANGE BROUGHT ON BY THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM IS THE ASSIGNMENT OF INVESTIGATORS TO THE SILVER SPRING STATION. THIS DECENTRALIZATION OCCURRED TO IMPROVE WORKING RELATIONSHIPS BETWEEN DETECTIVES AND PATROL OFFICERS AND IMPROVE DETECTIVE FAMILIARITY WITH CRIME TRENDS IN THE SILVER SPRING DISTRICT. IT IS EXPECTED THAT THIS CHANGE WILL IMPROVE PRODUCTIVITY IN THE INVESTIGATIVE FUNCTION BY MEANS OF INCREASING ARRESTS, INCREASING CASE CLOSURES FOR SERIOUS CRIMES, INCREASING THE NUMBER OF CASES ACCEPTED FOR PROSECUTION AND THE NUMBER OF CONVICTIONS. FURTHER, AS PART OF THIS PRODUCTIVITY IMPROVEMENT IT IS ANTICIPATED THAT CASES WILL BE HANDLED MORE EFFICIENTLY THUS EXPEDITING THE JUSTICE PROCESS.

THIS IS AN OVERRIDING PROGRAM GOAL WHICH WILL ONLY BE ACCOMPLISHED IF SEPARATE PROGRAM COMPONENTS ARE IMPLEMENTED SUCCESSFULLY. IT WILL BE DIFFICULT, FOR INSTANCE, TO REALIZE AN INCREASE IN THE NUMBER OF CASE CLOSURES BY ARRESTS IF INVESTIGATIVE WORKLOAD IS NOT LESSENED THROUGH A CASE SCREENING SYSTEM. SIMILARLY, CASES WILL NOT BE BETTER PREPARED IF INFORMATION IS NOT RECEIVED FROM THE STATE'S ATTORNEYS OFFICE CONCERNING CASE PRIORITIES. THUS, IT WILL BE ESSENTIAL TO LOOK AT EACH PROGRAM COMPONENT AS IT INTER-RELATES WITH OVERALL MANAGING CRIMINAL INVESTIGATIONS CHANGE.

THE MANAGING CRIMINAL INVESTIGATIONS INVESTIGATIVE UNIT IS RESPONSIBLE FOR ALL CRIMINAL INVESTIGATIONS OCCURRING WITHIN THE SILVER SPRING DISTRICT. IT REPLACES, FOR SILVER SPRING INITIATED CASES, THE CRIMES AGAINST PERSONS AND CRIMES AGAINST PROPERTY DIVISIONS.

IN ESSENCE, THESE INVESTIGATORS BECOME GENERALISTS RATHER THAN SPECIALISTS. RATHER THAN BECOMING EXPERTS IN ONE FORM OF INVESTIGATION, THESE INDIVIDUALS WILL DEVELOP INVESTIGATIVE SKILLS FOR ALL CRIMES. AS A CAVEAT TO THIS PRINCIPLE, IT SHOULD BE NOTED THAT FOR THE FIRST FEW MONTHS OF MANAGING CRIMINAL INVESTIGATIONS OPERATION, CASES WILL BE ASSIGNED TO THOSE OFFICERS WITH THE MOST EXPERIENCE IN ANY ONE AREA RATHER THAN TO INVESTIGATORS WITH NO EXPERIENCE. ROBBERY CASES, FOR EXAMPLE, WILL BE ASSIGNED TO MANAGING CRIMINAL INVESTIGATIONS PERSONNEL FROM CRIMES AGAINST PERSONS DIVISION AT THE OUTSET. EVENTUALLY, HOWEVER, ALL MANAGING CRIMINAL INVESTIGATIONS PERSONNEL WILL WORK SUCH CASES.

UPON IMPLEMENTATION, A CONTINGENT OF ELEVEN (11) INVESTIGATORS WILL BE ASSIGNED TO THE SILVER SPRING PATROL DISTRICT FROM THE PRESENTLY CENTRALIZED CRIMINAL INVESTIGATION DIVISION UNITS. THESE ELEVEN INVESTIGATORS REPRESENTING TWENTY-THREE PERCENT (23%) OF THE TOTAL INVESTIGATIVE COMPLEMENT OF THE DETECTIVE SECTION WILL BE SUPERVISED BY AN OFFICER OF THE RANK OF LIEUTENANT. CLERICAL SERVICES WILL BE PROVIDED BY AN ADMINISTRATIVE AIDE II HIRED FOR THE POSITION. THE DECENTRALIZED UNIT IDENTIFIED STRUCTURALLY AS THE 'SILVER SPRING CRIMINAL INVESTIGATIONS UNIT', WILL BE PHYSICALLY LOCATED WITHIN THE DISTRICT STATION IN ORDER TO BETTER FACILITATE THE CLOSE OPERATIONAL COORDINATION WHICH WILL BE SO VITAL TO THE SUCCESS OF THIS PROJECT.

THE CRIMINAL INVESTIGATIONS UNIT SUPERVISOR WILL BE THE MANAGING CRIMINAL INVESTIGATIONS PROJECT DIRECTOR AND HIS DUTIES WILL INCLUDE ENSURING THAT THE PROPER LEVEL OF COORDINATION IS EFFECTED WITH PATROL OFFICERS. THE DISTRICT STATION (PATROL) COMMANDER (PROJECT COORDINATOR), WHO WILL BE ULTIMATELY RESPONSIBLE FOR THE INVESTIGATIONS UNIT AS THE NEXT RANKING OFFICER UPWARD IN THE CHAIN OF COMMAND, WILL WORK CLOSELY WITH THE UNIT SUPERVISOR ON A DAILY BASIS. THE DEGREE OF COORDINATION WHICH WILL BE REQUIRED HERE CAN BE REALIZED THROUGH REGULARLY SCHEDULED STRATEGY SESSIONS BETWEEN SUPERVISORY PERSONNEL REPRESENTING BOTH THE PATROL AND INVESTIGATIVE COMPONENTS. ADDITIONALLY, BOTH PATROL AND INVESTIGATIONS PERSONNEL WILL INTERACT ON A REGULAR BASIS AT BRIEFING SESSIONS PRIOR TO A PARTICULAR TOUR OF DUTY IN ORDER TO DISCUSS COMMON ISSUES AND PROBLEMS. FINALLY, BOTH GROUPS OF OFFICERS WILL COLLECTIVELY PARTICIPATE IN THE INDOCTRINATION AND TRAINING SESSIONS DURING THE PLANNING PHASE. ALL OF THESE FACTORS SHOULD CONTRIBUTE TOWARD DIMINISHING THE BARRIER WHICH HAS TRADITIONALLY EXISTED BETWEEN INVESTIGATORS AND PATROL OFFICERS.

TO ENSURE PROPER AND CONTINUING COORDINATION BETWEEN THE INVESTIGATIONS UNIT AND REMAINING CENTRALIZED CRIMINAL INVESTIGATIONS DIVISION UNITS, ONE INVESTIGATIONS UNIT MEMBER WILL BE DESIGNATED CRIMINAL INVESTIGATIONS DIVISION LIAISON OFFICER AND BE RESPONSIBLE FOR DAILY COORDINATION WITH CRIMINAL INVESTIGATIONS DIVISION UNITS. THE ADMINISTRATIVE LIAISON OFFICER WILL REPORT TO THE PROJECT DIRECTOR (UNIT SUPERVISOR) AND IN TURN TO THE DISTRICT COMMANDER (PROJECT COORDINATOR). THIS OFFICER IS ALSO THE CASE SCREENER FOR ALL INVESTIGATIONS.

MANAGING CRIMINAL INVESTIGATIONS MONITORING SYSTEM. ALL PROGRAM MONITORING, AS WELL AS EVALUATION, WILL BE PERFORMED BY THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM EVALUATOR. THIS INDIVIDUAL WILL CONSULT WITH EVALUATORS IN OTHER MANAGING CRIMINAL INVESTIGATIONS SITES AND MEMBERS OF THE URBAN INSTITUTE, TO GAIN INFORMATION AND PROFESSIONAL CRITICISM.

THE MONITORING SYSTEM WILL BE BASED ON MANAGEMENT BY OBJECTIVES PRINCIPLES (MBO) AND FEATURE MONTHLY AND QUARTERLY REPORTS TO DEPICT PROJECT STRENGTHS AND WEAKNESSES. THE MBO SYSTEM, DESIGNED IN CONCERT WITH A DEPARTMENT WIDE MBO PROGRAM CURRENTLY UNDER DEVELOPMENT, WILL INCLUDE MONITORING INFORMATION OF IMPORTANCE TO PROGRAM PERSONNEL SUCH AS WORKLOAD MEASURES, IMPACT INDICATORS AND CRITERIA. EACH OF THESE IS DISCUSSED IN GREATER DETAIL IN THE FOLLOWING.

WITHIN THE WORKLOAD MEASURES CATEGORY ARE INPUT MEASURES AND OUTPUT MEASURES. THE IMPACT MEASURES RELATE COSTS TO SPECIFIC OBJECTIVES AS WELL AS THE ACTIVITIES PERTAINING THERETO. AN INPUT MEASURE FOR IMPROVED PRELIMINARY INVESTIGATIONS, FOR EXAMPLE, WOULD BE THE AMOUNT OF OFFICER TIME AS EQUATED TO COSTS REQUIRED TO CONDUCT THE INVESTIGATIONS. THE OUTPUT EQUATES SPECIFIC RESULTS OF THE CONCERNED ACTIVITY. IN THIS CASE, THE OUTPUT WOULD BE THE SOLVABILITY RATINGS FOR PARTICULAR CASES.

IMPACT INDICATORS DEMONSTRATE RESULTS OF THE WORK PRODUCED. THE PRIMARY IMPACT INDICATOR IS THE CLEARER REPRESENTATION OF THE EXTERNAL RESULTS THE ACTIVITY IS DESIGNED TO PRODUCE. THE SECONDARY INDICATORS ARE VERY IMPORTANT IN LEARNING WHAT FACTORS, IN ADDITION TO THE DEPARTMENT'S ACTIVITIES, ARE AT PLAY IN THE OCCURRENCE OF EVENTS. THESE DATA AMPLIFY THE PRIMARY INDICATOR INFORMATION.

AGAIN, USING THE EXAMPLE OF PRELIMINARY INVESTIGATIONS, THE PRIMARY INDICATOR COULD BE THE NUMBER OF CASES CLOSED BY AN ARREST AS A RESULT OF THE PRELIMINARY INVESTIGATION. THE SECONDARY IMPACT INDICATOR COULD BE THE TYPES OF CRIMES FOR WHICH THE ARRESTS OCCURRED.

FINALLY, CRITERIA INFORMATION PROVIDES THE MANAGER WITH A YARDSTICK OR MEASURING DEVICE FOR DETERMINING TO WHAT DEGREE THE PARTICULAR ACTIVITY IS EFFECTIVE. THIS CATEGORY RELATES IMPACT INFORMATION TO INPUTS AND OUTPUTS TO ASCERTAIN THE SIGNIFICANCE IN TERMS OF COSTS OF ACHIEVING THE OUTPUT. FOR INSTANCE, THE NUMBER OF ARRESTS RESULTING FROM THE PRELIMINARY INVESTIGATION IS NOT SUFFICIENT INFORMATION IN ITSELF TO DETERMINE THE MERITS OF CONTINUING THAT ACTIVITY. THESE DATA COMBINED WITH INFORMATION ON THE COSTS TO PRODUCE SUCH AN OUTPUT PROVIDE MEANINGFUL INFORMATION TO THE ADMINISTRATOR.

THIS SYSTEM CAN BE FURTHER REFINED TO YIELD SPECIFIC INFORMATION ABOUT THE LEVEL OF ACHIEVEMENT OF CERTAIN CRITERIA. A MANAGER, FOR EXAMPLE, MAY WISH TO INCREASE THE NUMBER OF ARRESTS RESULTING FROM THE PRELIMINARY INVESTIGATION BY 25% OVER A ONE MONTH PERIOD. MBO CAN DETERMINE IF SUCH AN INCREASE OCCURS AND EVEN MORE IMPORTANTLY, WHAT THE COSTS ARE TO THE AGENCY.

ALL PROGRAM OBJECTIVES WILL BE ANALYZED FROM AN MBO PERSPECTIVE DURING THE EARLY STAGES OF THE EVALUATION PERIOD. THE TASK FORCE ON THE MONITORING SYSTEM WILL BE WORKING WITH MANAGING CRIMINAL INVESTIGATIONS PROGRAM PERSONNEL PREPARING A MATRIX OF MBO DATA REQUIREMENTS FOR ALL PROGRAM OBJECTIVES. AS DATA ARE OBTAINED ON THESE OBJECTIVES THROUGHOUT THE PROGRAM, ANALYSES WILL BE MADE OF SPECIFIC PROGRAM STRENGTHS AND WEAKNESSES AND TRANSMITTED TO THE ADMINISTRATOR (MANAGING CRIMINAL INVESTIGATIONS COMMANDERS).

AS A SECONDARY MONITORING PROGRAM, MANAGERS WILL BE PROVIDED WITH EVALUATION DATA ON CASE OUTCOMES (I.E., ARRESTS, TIME CONSUMED IN INVESTIGATIONS). THIS PROGRAM WILL BE PREPARED BY MODIFYING ONE OF THE MONITORING PROGRAMS USED BY THE ROCHESTER, N.Y. POLICE DEPARTMENT TO REFLECT LOCAL DATA NEEDS. DATA IS PROVIDED FOR SEVERAL INVESTIGATIVE OUTCOMES BY SPECIFIC GEOGRAPHIC AREA.

PROGRAM IMPLEMENTATION

AT THE CONCLUSION OF THE SIX MONTH PLANNING PERIOD, THIS DEPARTMENT INITIATED A FOUR MONTH IMPLEMENTATION PERIOD (JUNE - SEPTEMBER, 1977). AT THE BEGINNING OF THIS PERIOD, INVESTIGATORS AND PATROL OFFICERS STARTED WORKING IN AN MANAGING CRIMINAL INVESTIGATIONS ENVIRONMENT IN THE SILVER SPRING DISTRICT. THE ELEVEN INVESTIGATORS SELECTED FOR MANAGING CRIMINAL INVESTIGATIONS WERE ASSIGNED CASES FOR FOLLOW-UP, AND IN-SERVICE INVESTIGATIVE TRAINING FOR ALL SILVER SPRING PATROL OFFICERS WAS CONDUCTED. ADDITIONALLY, A CASE SCREENER WAS ASSIGNED AND BEGAN SCREENING INCOMING CASES PRIOR TO ASSIGNMENT FOR FOLLOW-UP INVESTIGATION. THE EMPLOYED SCREENING CRITERIA WAS DEVELOPED DURING THE PLANNING PERIOD. IT WAS, HOWEVER, SUBJECTED TO REFINEMENT DURING THIS IMPLEMENTATION PERIOD.

THIS FOUR MONTH PERIOD IS CONSIDERED AS SEPARATE FROM THE TWELVE MONTH IMPLEMENTATION AND EVALUATION PHASE. THE DEPARTMENT DECIDED TO INCLUDE SUCH A PERIOD IN THE PROJECT TO ALLOW FOR AN ADJUSTMENT OR ACCLIMATION FACTOR TO NEW INVESTIGATIVE PROCEDURES. THIS IS PARTICULARLY IMPORTANT FOR EVALUATION PURPOSES. TO BEGIN THE EVALUATION PERIOD AT THE START OF THIS TIME FRAME WOULD RESULT IN BIASED DATA. INCLUDING THIS ADJUSTMENT PERIOD WILL ALLOW DISTRICT PERSONNEL TO BECOME FAMILIAR WITH MANAGING CRIMINAL INVESTIGATIONS OPERATING PREMISES PRIOR TO STARTING THE EVALUATION.

DURING THE IMPLEMENTATION PERIOD, ALL DATA COLLECTION INSTRUMENTS WERE PREPARED AND THE MANAGING CRIMINAL INVESTIGATIONS MONITORING SYSTEM WAS PREPARED. FURTHER, ALL DATA COLLECTION, ANALYSIS AND REPORTING STRATEGIES WERE ESTABLISHED.

THE TRAINING CONDUCTED DURING THIS PERIOD IS VIEWED AS INVALUABLE TO PROGRAM OPERATION. SINCE MANY OF THE CHANGES TO BE BROUGHT ON BY MANAGING CRIMINAL INVESTIGATIONS WILL CREATE SIGNIFICANT CHANGES IN THE PATROL OPERATION AND INVESTIGATIVE FUNCTION, INDIVIDUALS AFFECTED BY THE CHANGES SHOULD BE THOROUGHLY TRAINED AND IMPRESSED WITH THE VALUE OF THEIR NEW ROLES BEFORE IMPLEMENTING THE PROGRAM.

TO ILLUSTRATE, WITH THE ADOPTION OF THE NEW EVENT REPORT, THE PATROL OFFICER'S ROLE WILL BE ALTERED FROM A REPORT TAKER TO A DECISION MAKER. THE PATROL OFFICER WILL BE REQUIRED TO MAKE DECISIONS ABOUT THE SIGNIFICANCE OF THE CASE. TO DO THIS PROPERLY, HE OR SHE WILL NEED TRAINING.

FURTHER, SUPERVISORY TRAINING IS INSTRUMENTAL TO SUCCESSFUL PROGRAM OPERATION. DURING THE IMPLEMENTATION PERIOD, SUPERVISORS WILL BE TRAINED AS TO THEIR CHANGED ROLE. SUPERVISORS WILL BE EXPECTED THROUGHOUT THE PROGRAM TO REVIEW SOLVABILITY FACTORS IN THE CONTEXT OF EXISTING CRIME PATTERNS WHICH MAY BE OCCURRING IN THE APPLICABLE BEAT OR REPORTING AREA, MAKING A DECISION AS TO WHETHER THE OFFICER'S RATING IS APPROPRIATE AND WHETHER THE CASE MERITS A FOLLOW-UP INVESTIGATION.

THE SUPERVISOR WILL ALSO BE EXPECTED TO ENCOURAGE FOLLOW-UP INVESTIGATORS BY PATROL OFFICERS. WHEN CASES ARE ASSIGNED TO PATROL FOR FOLLOW-UP, THE SUPERVISOR WILL BE REQUIRED TO DETERMINE WHO TO ASSIGN THE CASES TO AND WHEN THE INVESTIGATION SHOULD BE CONDUCTED. THE FIRST LINE SUPERVISOR WILL THUS HAVE A NEW ROLE. HE WILL BECOME MORE OF A RESOURCE MANAGER THAN WAS PREVIOUSLY THE CASE. THE SUPERVISORY TRAINING WILL EMPHASIZE THESE CHANGES.

SECTION I

ADDENDA

Subject: Managing of Criminal Investigations - (MCI) - Project

Purpose: To introduce this project to the department, and to present initial information regarding its operation.

Numbered Sections Contained Herein:

- I. Background
- II. Objectives of Project
- III. General Information
- IV. Project Task Force
- V. Effective Date

I. Background

As a result of recently released research findings (in particular the report of the Rand Corporation based on approximately two years of analysis of the criminal investigation process) and the interest expressed by leading police officials, the National Institute of Law Enforcement and Criminal Justice (L.E.A.A.) is supporting an experiment on the modification of the management of criminal investigations. The Montgomery County, Maryland, Department of Police is one of five police agencies in the country selected by the Institute to participate in a project designed to improve the criminal investigations function.

In implementing the Managing Criminal Investigations Project (MCI Project), funded in part by the \$135,000 grant award, Montgomery County will be guided by the experiences of several police agencies which have been experimenting in the field (i.e. Rochester, New York; Cincinnati, Ohio; Santa Monica, California; etc.).

The MCI Project will enable Montgomery County to experiment with a different approach to dealing with crime investigations and the processing of offenders. The outcome may be more effective utilization of manpower and considerable improvement in the disposition of criminal offenses.

II. Objectives of the Project

The overall goal of this project is to improve the criminal investigation process. Specific objectives relating to this purpose are as follows:

- A. Increase the role of Patrol officers in both preliminary and follow-up criminal investigation.

- B. Better utilization of detectives in those cases of a serious nature, and/or where the probability of case closure is high.
- C. Design and implement a formalized system for screening out those cases where there is virtually little potential for closure.
- D. Design and implement a criminal event report which identifies key investigative information upon which the case screening function will be based.
- E. Improve the mechanism whereby feedback from the State's Attorney's Office can be used in case preparation and presentation in order to enhance our capability to obtain convictions.
- F. Design a monitoring system which can track the performance of the project and thereby better enable it to be meaningfully evaluated.

III. General Information

A. Planning Phase

On December 1, 1976, the Department entered the planning phase of the grant. This phase of the project will run until approximately June 1, 1977, at which time an implementation phase will be initiated to run for approximately 12 months. At the conclusion of the 18 months (planning and implementation phases) the program will be evaluated and a decision will be made as to continuation, modification or cancellation.

During the six month planning phase the project staff will accomplish the following:

1. Designate the investigators who will be assigned to the project. In this regard those present investigators indicating a desire to participate will be given every consideration for assignment.
2. Operation and administrative responsibilities will be enumerated for all department personnel affected by the program's operation.
3. A case screening system to be utilized during the program will be designed consistent with models available to include an experimental criminal event report designed to capture certain information to be used in the case screening process.
4. Develop an evaluation design for the program including a monitoring mechanism to ensure adequate data collection.

5. Formalize the role of the prosecutor's staff in the program to ensure ongoing cooperation.
6. Design appropriate training curricula for those involved in the program, both patrol officers and detectives.
7. Selected department personnel will make on-site visits to police agencies experienced in the concepts of the program.

B. Implementation Phase

The field implementation phase will commence on June 1, 1977. At that time, detectives will be temporarily re-assigned to the Patrol Division, District Criminal Investigations Unit, in the Silver Spring District. Those detectives will be assigned responsibility for the investigation of UCR Part I and Part II offenses. The responsibility for investigation of certain crimes will be shared by the District Criminal Investigation Unit and the Crimes Against Persons Unit.

District Patrol Officers will be assigned to work in the Investigations Unit under the command of the Unit O.I.C. on a rotating basis. While those personnel so assigned will receive extensive On-the-Job-Training, all District personnel will receive training in the investigative process through Roll Call Sessions and formal instruction conducted as part of an ongoing training program.

C. Personnel

Upon implementation of the field phase of the MCI Project, eleven detectives will be temporarily re-assigned to the Patrol Division, Silver Spring District under the command of Captain Thomas A. McDonald. Direct supervision of the District Criminal Investigation Unit will be by Lieutenant Thomas D. Rufty, Project Director. Those transfers effected upon implementation will in no way effect pay differentials now being received by some members of the department first assigned to the Criminal Investigations Division prior to September 1, 1971.

D. Project Staff

1. Project Director: Lieutenant Thomas D. Rufty, Patrol Division, Silver Spring District
2. Project Coordinator: Captain Thomas A. McDonald, Commander, Silver Spring District
3. Project Monitor: Sergeant Stephen J. Gaffigan, Director Research and Planning Division

IV. Project Task Force

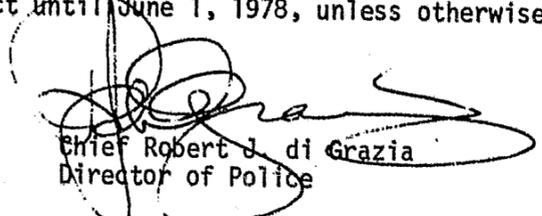
The MCI Project Task Force will consist of the following persons:

- A. Major Wayne G. Brown, Director, Criminal Investigation Division.
- B. Major Robert M. Sigwald, Director, Patrol Division.
- C. Captain Steve Filyo, Chief, Administrative Services Bureau.
- D. Captain Thomas A. McDonald, Commander, Silver Spring District.
- E. Lieutenant Thomas D. Rufty, MCI Project Director.
- F. Mr. Philip H. Marks, Special Assistant to the Chief
- G. Sergeant Stephen J. Gaffigan, Director, Research and Planning Division.

This task force will meet consistently throughout the entire project, and will be responsible for coordinating all facets of its operation.

V. Effective Date

The effective date of this general order is January 10, 1977, and it will remain in effect until June 1, 1978, unless otherwise revised.


Chief Robert J. di Grazia
Director of Police

Distribution:

All Type "A" Members
All Functional & Geographic Units

Index as:

Managing of Criminal
Investigations Project

Subject: Managing of Criminal Investigations - (MCI) - Project Task Forces and Personnel Assignments

Purpose: To announce the creation of Task Forces designed to participate in the planning and implementation stages of the MCI Project, and to announce the selection of certain personnel to be a part of the MCI Project Investigation Unit.

Numbered Sections Contained Herein:

- I. Background
- II. MCI Project - Criminal Investigations Unit Assignments
- III. MCI Task Forces - Assignments
- IV. Effective Date

I. Background

As stated in General Order 77-1, Section Code 100.4, the MCI Project Implementation Phase is to begin on June 1, 1977, in the Silver Spring District. Prior to the Implementation Phase, certain selected personnel will be assigned to the Criminal Investigations Unit in the Silver Spring District. Recently, all personnel in the Criminal Investigations Division were apprised of the MCI Project and the impending selection of personnel to staff the program. Following the dissemination of information on the project, volunteers were solicited from the present complement of detectives in the department. Each of those persons requesting consideration for inclusion in the project were interviewed and a decision was made as to final selection. It was thought to be important to both the department, and to the success of the MCI Project, to have personnel in the MCI Investigations Unit from each component of the present Criminal Investigations Division. For this reason, while most of those persons to be assigned to the Project are volunteers, there are those to be assigned who had not initially expressed an interest in an assignment to this project.

To enhance the opportunity for success of the project, and to allow for participatory management of the program from every level in the department, certain Task Forces will be formed to aid in both the planning and the implementation phases of the program. Specifically, four distinct MCI Task Forces are hereby created and certain personnel have been assigned to them who will be involved in the operational phase of this program. In so far as practical, those persons selected for the Task Forces were volunteers; however, some assignments by their nature required expertise available only from certain individuals within the department.

II. MCI Project - Criminal Investigation Unit Assignments

On May 15, 1977, the following personnel will be transferred from their present duty assignment to the Criminal Investigation Unit, Silver Spring District, under the supervision of the MCI Project Director:

Corporal Robert L. Phillips, Crimes Against Property

Pfc. E. M. Williams, Crimes Against Property

Pfc. Duane B. Grant, Crimes Against Property

Sergeant B. J. Gillespie, Crimes Against Property

Private A. Fisher, Crimes Against Property

Sergeant M. H. Miller, General Assignment Unit

Corporal William E. Crider, Juvenile Section

Sergeant Donald C. Harper, Robbery Squad, Crimes Against Persons

Corporal Robert C. Howell, Robbery Squad, Crimes Against Persons

Corporal M. L. Jessee, Homicide/Sex Squad, Crimes Against Persons

Sergeant Richard Stone, Homicide/Sex Squad, Crimes Against Persons

III. MCI Task Forces - Assignments

A. The MCI Task Force on "The Establishment of Case Screening Criteria and the Development of a Screening Model Report Form Based on Pertinent Solvability Factors":

Members:

1. 1st Lt. T. D. Rufty, MCI Project Director (Chairman)
2. 2nd Lt. James Lee, Assistant District Commander, Silver Spring District
3. Mr. Eugene Burdine, Research and Planning Division
4. Pfc. Roy A. Gordon, Patrol Division, Silver Spring District
5. Pfc. Harry M. Harner, Patrol Division, Silver Spring District
6. Corporal Robert Phillips, Crimes Against Property
7. Corporal Robert C. Howell, Crimes Against Persons (Robbery Squad)
8. Private A. Fisher, Crimes Against Persons (Homicide/Sex Squad)

General Order 77-2
Section Code 100.5

- B. The MCI Task Force on "The Improvement of Post Arrest Investigative Processes Through Establishment of Police/State's Attorney Coordination/Cooperation Feedback Systems":

Members

1. Major W. G. Brown, Director, Criminal Investigations Division (Co-Chairman)
2. Mr. Timothy Clark, Deputy State's Attorney (Co-Chairman)
3. Ms. Judith R. Catterton, Assistant State's Attorney
4. Sergeant Robert Morris, State's Attorney Liaison Officer
5. Pfc. E. M. Williams, Crimes Against Property
6. Private E. L. Burton, Patrol Division, Silver Spring District
7. Corporal M. L. Jessee, Crimes Against Persons (Homicide/Sex Squad)
8. Captain J. Cobb, Commander, Detective Section

- C. The MCI Task Force for "Designing a Formalized Training Program Specifically Tailored to Investigative Techniques with Emphasis Placed on Reaching and Maintaining an Acceptable Level of Proficiency in the Conduct of Preliminary and Follow-up Criminal Investigations":

Members

1. Captain S. Filyo, Chief, Administrative Services Bureau
2. 2nd Lt. C. A. Federline, Commander, Professional Development Section
3. Sergeant D. C. Harper, Crimes Against Persons (Robbery Squad)
4. Sergeant Richard Stone, Crimes Against Persons (Homicide/Sex Squad)
5. Corporal D. Grant, Crimes Against Property
6. Sergeant M. H. Miller, General Assignment Unit
7. Private F. A. Dwyer, Patrol Division, Silver Spring District
8. Private Barry Litsky, Patrol Division, Silver Spring District
9. Corporal Walter Lumpkin, Patrol Division, Silver Spring District

General Order 77-2
Section Code 100.5

- D. The MCI Task Force for "Designing an Internal MCI Project Monitoring System to Monitor and Evaluate Project Performance Consistent with M.B.O. Principles and National Evaluation Guidelines":

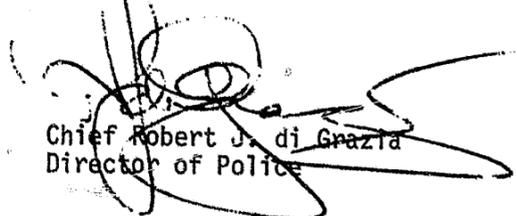
Members

1. Sergeant S. Gaffigan, Director, Research and Planning Division (Chairman)
2. 1st Lt. J. T. Kennedy, Patrol Division, Silver Spring District
3. Pfc. B. J. Forsythe, Patrol Division, Silver Spring District
4. Pfc. James Hockenberry, Patrol Division, Silver Spring District
5. Corporal W. E. Crider, Juvenile Section
6. Sergeant B. Gillespie, Crimes Against Property
7. 1st Lt. D. P. Hearn, Office of Inspections
8. Mr. Eugene Burdine, Research and Planning Division

The individual Task Forces will meet consistently throughout the entire project, and their efforts will be coordinated by the primary MCI Task Force established within General Order 77-1, Section Code 100.4.

IV. Effective Date

The effective date of this General Order is January 18, 1977, and it will remain in effect until June 1, 1978, unless otherwise revised.


Chief Robert J. di Grazia
Director of Police

Distribution:

All Type "A" Members
All Functional & Geographic Units

Index as:

Managing of Criminal Investigations
Project - Task Forces/Assignments

SECTION II
MANAGING CRIMINAL INVESTIGATIONS PROJECT
OVERVIEW

M.C.I. PROJECT OVERVIEW

A. BACKGROUND

AS A RESULT OF RECENTLY RELEASED RESEARCH FINDINGS, PARTICULARLY THE REPORT OF THE RAND CORPORATION AND THE INTEREST EXPRESSED BY LEADING POLICE OFFICIALS, THE NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE (LEAA) HAS SUPPORTED EXPERIMENTATION ON THE MODIFICATION OF THE MANAGEMENT OF CRIMINAL INVESTIGATIONS.

MONTGOMERY COUNTY WAS ONE OF THE FIVE POLICE AGENCIES IN THE COUNTRY TO BE SELECTED BY THE INSTITUTE TO PARTICIPATE IN A PROJECT DESIGNED TO IMPROVE THE INVESTIGATIONS FUNCTION.

IN IMPLEMENTING THE MANAGING CRIMINAL INVESTIGATIONS PROJECT, MONTGOMERY COUNTY WAS GUIDED BY THE EXPERIENCE OF THE OTHER AGENCIES WHO WERE ALREADY IN THE PROJECT (ROCHESTER, NEW YORK, SANTA MONICA, CALIFORNIA, BIRMINGHAM, ALABAMA, ST. PAUL, MINNESOTA). WE GEARED OUR PROGRAM TO THE NEEDS OF OUR DEPARTMENT, RATHER THAN MIMICING THE OTHER AGENCIES' EXPERIMENTS.

THE PROJECT HAS ENABLED THE COUNTY TO EXPERIMENT WITH A DIFFERENT APPROACH IN DEALING WITH CRIMINAL INVESTIGATIONS AND THE PROCESSING OF OFFENDERS.

B. OBJECTIVES OF THE PROJECT

THE OVERALL GOAL OF THIS PROJECT WAS TO IMPROVE THE CRIMINAL INVESTIGATION PROCESS BY:

1. INCREASING THE ROLE OF PATROL OFFICERS IN BOTH PRELIMINARY AND FOLLOW-UP INVESTIGATIONS.
2. BETTER UTILIZATION OF DETECTIVES IN THOSE CASES OF A SERIOUS NATURE, AND/OR WHERE THE PROBABILITY OF CASE CLOSURE IS HIGH.

3. THE DESIGN AND IMPLEMENTATION OF A FORMALIZED SYSTEM FOR SCREENING OUT THOSE CASES WHERE THERE IS VIRTUALLY LITTLE OR NO POTENTIAL FOR CLOSURE.
4. THE DESIGN AND IMPLEMENTATION OF A CRIMINAL EVENT REPORT, WHICH IDENTIFIES KEY INVESTIGATIVE INFORMATION, UPON WHICH THE CASE SCREENING WOULD BE BASED.
5. IMPROVEMENT OF THE MECHANISM WHEREBY FEED-BACK FROM THE STATE'S ATTORNEY'S OFFICE COULD BE USED IN CASE PREPARATION AND PRESENTATION IN ORDER TO ENHANCE OUR CAPABILITIES TO OBTAIN CONVICTIONS.
6. DESIGNING A MONITORING SYSTEM, WHICH COULD TRACK THE PERFORMANCE OF THE PROJECT TO BETTER ENABLE IT TO BE MEANINGFULLY EVALUATED.

C. PLANNING PHASE

THE PLANNING PHASE OF THE PROJECT REQUIRED SIX MONTHS BEFORE THE IMPLEMENTATION PHASE BEGAN.

DURING THE SIX MONTH PLANNING PHASE, THE FOLLOWING WAS ACCOMPLISHED:

- A. THE SELECTION OF INVESTIGATORS TO BE ASSIGNED TO THE PROJECT.
- B. THE OPERATION AND ADMINISTRATION RESPONSIBILITIES WERE ENUMERATED FOR ALL DEPARTMENT PERSONNEL AFFECTED BY THE PROGRAM'S OPERATION.
- C. A CASE SCREENING SYSTEM WAS DEVELOPED TO BE UTILIZED DURING THE PROGRAM, WHICH WAS CONSISTENT WITH THE NEWLY DEVELOPED EXPERIMENTAL CRIMINAL REPORT FORM, DESIGNED TO CAPTURE CERTAIN INFORMATION USED IN THE SCREENING PROCESS.
- D. DEVELOPMENT OF AN EVALUATION DESIGN FOR THE PROGRAM, WHICH INCLUDED A MONITORING MECHANISM TO ENSURE ADEQUATE DATA COLLECTION.
- E. FORMALIZED THE ROLE OF THE PROSECUTOR'S STAFF IN THE PROGRAM TO ENSURE ON-GOING COOPERATION.

- F. DESIGNED APPROPRIATE TRAINING CURRICULA FOR THOSE INVOLVED IN THE PROGRAM, BOTH PATROL OFFICERS AND DETECTIVES.
- G. SELECTED DEPARTMENT PERSONNEL TO MAKE ON-SITE VISITS TO POLICE AGENCIES, EXPERIENCED IN THE CONCEPTS OF THE PROGRAM.

D. TASK FORCE APPROACH

TO ENHANCE THE OPPORTUNITY FOR SUCCESS OF THE PROJECT, AN INNOVATIVE PROGRAM OF PARTICIPATORY MANAGEMENT FROM EVERY LEVEL WITHIN THE DEPARTMENT WAS IMPLEMENTED.

TASK FORCES WERE FORMED TO ACT IN BOTH THE PLANNING AND OPERATIONAL PHASES OF THE PROGRAM. SPECIFICALLY, FIVE DISTINCT MANAGING CRIMINAL INVESTIGATIONS TASK FORCES WERE CREATED AND PERSONNEL FROM THE VARIOUS RANKS IN THE DEPARTMENT WERE ASSIGNED TO THEM AND WERE INVOLVED IN THE PLANNING PHASE UP TO THE OPERATIONAL PHASE OF THE PROGRAM.

SEVERAL OF THE TASK FORCES HAVE REMAINED ACTIVE AND HAVE CONTRIBUTED VALUABLE INPUT THROUGHOUT THE OPERATIONAL PHASE.

AS FAR AS PRACTICAL, THOSE PERSONS SELECTED FOR THE VARIOUS TASK FORCES WERE VOLUNTEERS, HOWEVER, SOME TASK FORCE ASSIGNMENTS, BY NATURE, REQUIRED THE EXPERTISE AVAILABLE ONLY FROM CERTAIN INDIVIDUALS WITHIN THE DEPARTMENT.

THE TASK FORCES WERE:

1. M.C.I. COORDINATING TASK FORCE (PROJECT TASK FORCE), CONSISTING OF THE DIRECTORS OF THE FIELD SERVICES AND INVESTIGATIVE BUREAUS; DIRECTOR, ADMINISTRATIVE SERVICES BUREAU; DIRECTOR, RESEARCH AND PLANNING DIVISION; SPECIAL ASSISTANT TO THE CHIEF OF POLICE; PROJECT COORDINATOR (DISTRICT COMMANDER, SILVER SPRING), AND THE PROJECT DIRECTOR.

THIS GROUP SERVED AS AN INTRA-DEPARTMENTAL COORDINATING AND DIRECTING BODY, AND MET BI-WEEKLY TO ACT AS A POLICY MAKING BOARD FOR THE PROJECT. THE COORDINATING TASK FORCE WAS DISBANDED AT THE BEGINNING OF THE IMPLEMENTATION PHASE OF THE PROJECT.

A PARALLEL TASK FORCE WAS FORMED AT THE BEGINNING OF THE IMPLEMENTATION PHASE TITLED M.C.I. MAJOR TASK FORCE. THIS TASK FORCE IS COMPRISED OF THE UPPER ECHELON STAFF MEMBERS OF THE DEPARTMENT AND SERVES AS AN OVERSIGHT COMMITTEE FOR THE ENTIRE PROJECT. THIS TASK FORCE MEETS MONTHLY FOR AN UPDATE BY THE OPERATIONAL PERSONNEL; NAMELY, THE PROJECT DIRECTOR AND THE CASE SCREENER AND EVALUATOR.

2. ASSIGNMENT TASK FORCE

THIS TASK FORCE WAS ASSIGNED THE RESPONSIBILITY OF SELECTING DEPARTMENTAL PERSONNEL TO PERMANENTLY STAFF THE MANAGING CRIMINAL INVESTIGATIONS PROJECT DURING THE OPERATIONAL PHASE. THE TASK FORCE CONSISTED OF THE PROJECT COORDINATOR (DISTRICT COMMANDER) AND THE PROJECT DIRECTOR.

A DEPARTMENTAL MEMORANDUM WAS CIRCULATED, REQUESTING VOLUNTEERS FOR THE PROJECT.

THOSE INVESTIGATORS SELECTED FROM THE VOLUNTEERS REPRESENT A CROSS-SECTION OF INVESTIGATIVE TALENTS. THE PERSONNEL BREAKDOWN IS AS FOLLOWS:

- 4 - CRIMES AGAINST PROPERTY
- 2 - ROBBERY
- 2 - HOMICIDE
- 1 - JUVENILE
- 1 - GENERAL ASSIGNMENT (CHECK AND FRAUD)

3. CASE SCREENING AND REPORT FORM TASK FORCE

THIS TASK FORCE WAS IMPLEMENTED TO ESTABLISH CASE SCREENING CRITERIA AND THE DEVELOPMENT OF A REPORT FORM BASED ON A SCREENING METHOD OF PERTINENT SOLVABILITY FACTORS. IN ESSENCE, SOLVABILITY FACTORS THAT APPLY SPECIFICALLY TO THE INVESTIGATIVE AND PROSECUTORIAL NEEDS OF THE DEPARTMENT.

THE TASK FORCE WAS COMPRISED OF:

- 1. PROJECT DIRECTOR (CHAIRMAN)
- 2. ASSISTANT DISTRICT COMMANDER (SILVER SPRING PATROL)

- 3. TWO PATROL OFFICERS, SILVER SPRING DISTRICT
- 4. TWO CRIMES AGAINST PERSONS INVESTIGATORS
- 5. ONE CRIMES AGAINST PROPERTY INVESTIGATOR
- 6. CASE SCREENER

4. POST ARREST AND STATE'S ATTORNEY COORDINATING TASK FORCE

THIS TASK FORCE WAS COMPRISED OF:

- CO-CHAIRMAN (DIRECTOR, INVESTIGATIVE SERVICES BUREAU; DEPUTY STATE'S ATTORNEY)
- ASSISTANT STATE'S ATTORNEY
- STATE'S ATTORNEY LIAISON OFFICER
- PERSONS INVESTIGATOR
- PROPERTY INVESTIGATOR
- PATROL OFFICER (SILVER SPRING DISTRICT)
- PROJECT DIRECTOR
- CASE SCREENER

5. TRAINING TASK FORCE

THE SPECIFIC DUTIES OF THIS TASK FORCE WAS TO DESIGN CURRICULA TAILORED TO INVESTIGATIVE TECHNIQUES, WITH EMPHASIS BEING STRESSED UPON PLACING AN ACCEPTABLE LEVEL OF PROFICIENCY IN THE CONDUCT OF PRELIMINARY AND FOLLOW-UP INVESTIGATIONS.

THE MAKE UP OF THIS TASK FORCE WAS:

- DIRECTOR, ADMINISTRATIVE SERVICES BUREAU
- DIRECTOR, PROFESSIONAL DEVELOPMENT SECTION
- PROJECT DIRECTOR
- CASE SCREENER
- PERSONS INVESTIGATOR
- PROPERTY INVESTIGATOR
- GENERAL ASSIGNMENT INVESTIGATOR

THREE PATROL OFFICERS, SILVER SPRING DISTRICT

6. MONITORING AND EVALUATION TASK FORCE

THIS TASK FORCE WAS SPECIFICALLY DESIGNED TO CREATE AN INTERNAL MANAGING CRIMINAL INVESTIGATIONS PROJECT MONITORING SYSTEM, TO MONITOR AND EVALUATE PROJECT PERFORMANCE, CONSISTENT WITH MANAGEMENT BY OBJECTIVE PRINCIPLES AND NATIONAL EVALUATION EVALUATION GUIDELINES.

THE TASK FORCE CONSISTED OF:

DIRECTOR, RESEARCH AND PLANNING DIVISION (CHAIRMAN)

DEPUTY DISTRICT COMMANDER (SILVER SPRING DISTRICT)

CRIMES AGAINST PROPERTY INVESTIGATOR

JUVENILE INVESTIGATOR

LIEUTENANT, MANAGEMENT AUDIT AND EVALUATION DIVISION

TWO OFFICERS, SILVER SPRING DISTRICT

E. IMPLEMENTATION PHASE

THE IMPLEMENTATION OF THE PROGRAM BEGAN JUNE 1, 1977, AND WILL RUN THROUGH AUGUST 31, 1978.

1. ORGANIZATIONAL RESTRUCTURING

WHAT THIS PROJECT HAS DONE IS ALLOW MONTGOMERY COUNTY THE OPPORTUNITY TO EXPERIMENT, BASED ON THE EXPERIENCES OF OTHER AGENCIES IN ADDITION TO OUR OWN, AND TO COMBINE ALL THE NECESSARY ELEMENTS IN ORDER TO MARKEDLY IMPROVE THE WAY IN WHICH ALL RESOURCES ARE ALLOCATED AND UTILIZED IN THE COURSE OF PERFORMING THE INVESTIGATIVE FUNCTION. THIS HAS BEEN ACCOMPLISHED IN THE FOLLOWING MANNER:

A. DECENTRALIZATION

ELEVEN INVESTIGATORS WERE ASSIGNED TO THE PROJECT FROM THE PRESENTLY CENTRALIZED CRIMINAL INVESTIGATIONS UNITS (PROPERTY, PERSONS, JUVENILE, GENERAL ASSIGNMENT). ALL ON A VOLUNTARY BASIS. THIS REPRESENTS 23%

OF THE TOTAL INVESTIGATIVE COMPLIMENT OF THE DEPARTMENT.

THE DECENTRALIZED UNIT IS PHYSICALLY LOCATED WITHIN THE SILVER SPRING DISTRICT STATION, IN ORDER TO BETTER FACILITATE THE CLOSE OPERATIONAL COORDINATION WHICH IS VITAL TO THE SUCCESS OF THE PROJECT.

THE UNIT IS UNDER THE COMMAND OF THE DISTRICT COMMANDER, WHO IS THE PROJECT COORDINATOR, RATHER THAN UNDER THE COMMAND OF THE INVESTIGATIONS BUREAU CHIEF.

B. INVESTIGATIVE RESPONSIBILITIES

THE INITIAL ISSUE DEALT WITH IN THIS PROJECT WAS THE ROLE OF THE PATROL OFFICER IN THE PRELIMINARY INVESTIGATION. THE FOCAL POINT HERE WAS TO IDENTIFY THE KEY INFORMATION ON WHICH THE PATROL OFFICER SHOULD CONCENTRATE, WHEN CONDUCTING HIS/HER INITIAL INVESTIGATION.

THE EMPHASIS HERE WAS IN THE NECESSITY OF CONDUCTING AS COMPREHENSIVE A PRELIMINARY INVESTIGATION AS POSSIBLE. TOO OFTEN, IN THE PAST, THERE WAS AN INORDINATE DEGREE OF IMPORTANCE PLACED ON JUST FILLING IN THE BLOCK, WHICH RESULTED IN CRITICAL INFORMATION BEING LOST.

THE IMPORTANT TRANSITION TO BE MADE WAS TO CHARACTERIZE THE PATROL OFFICER AS INVESTIGATOR AND NOT SIMPLY REPORT TAKER.

THIS EFFORT NEEDED TO BE SUPPORTED BY TRAINING, WHICH HAD TO BE GEARED TO IDENTIFYING AND MAINTAINING THE NECESSARY LEVEL OF PROFICIENCY IN THE JOB. THE TRAINING WAS NOT ONLY DIRECTED AT THE LINE OFFICER LEVEL, BUT ALSO AT MANAGEMENT AND SUPERVISORY PERSONNEL, AS THESE INDIVIDUALS PLAY A KEY ROLE IN ENSURING THE INTEGRITY OF THE INVESTIGATION PROCESS.

THE TRAINING EMPHASIS IN THIS LATTER INSTANCE WAS ON THE ORGANIZATIONAL DEVELOPMENT APPROACH TO THOSE FUNCTIONS WHICH ACCENTUATE THE THE IMPORTANCE OF THE NEEDS OF THE INDIVIDUAL WITH THOSE OF THE

ORGANIZATION, SUBSEQUENTLY TRANSLATING THIS ATTITUDE INTO CONSISTENT ATTEMPTS TO MOTIVATE THE OFFICERS TO PERFORM AT AN ACCEPTABLE LEVEL OF PROFICIENCY.

THE DETECTIVE COMPONENT AT THE DISTRICT HAS CERTAIN INVESTIGATIVE RESPONSIBILITIES FOR ALL UCR PART 1 OFFENSES. HOWEVER, THE ROLE OF THE DETECTIVE IN THIS PROGRAM IS NOT ONE OF PERFORMING ROUTINE AND NON-PRODUCTIVE INVESTIGATIVE TASKS. THEY ARE ASSIGNED CASES BASED ON QUANTITATIVE SCREENING CRITERIA. THEY ATTEND AND TAKE AN ACTIVE PART IN PATROL ROLL-CALLS, WHICH PRESENT AN OPPORTUNITY TO EXCHANGE INFORMATION AND DISCUSS ON-GOING INVESTIGATIONS.

THE FOLLOW-UP INVESTIGATION RESPONSIBILITY IS AN AREA WHERE WE FELT SIGNIFICANT IMPROVEMENT COULD BE ACCOMPLISHED.

REGARDING PATROL OFFICERS, THERE ARE MANY LESS SERIOUS PART 1 AND A GREAT MANY PART 2 OFFENSES WHICH MERIT FOLLOW-UP INVESTIGATION, BUT WHICH HAVE TRADITIONALLY BEEN PLACED ON THE BOTTOM OF THE DETECTIVE'S PILE. AGAIN, TRADITIONALLY, TOO OFTEN THE PATROL OFFICER HAS BEEN TOLD TO MERELY COMPLETE THE REPORT AND LET THE DETECTIVE DO THE INVESTIGATION. WHAT THIS DEPARTMENT COMMITTED ITSELF TO, AND THIS PROJECT DESIGNED TO ACCOMPLISH, WAS INCREASING THE ROLE OF THE PATROL OFFICER IN CRIMINAL INVESTIGATIONS.

TO THIS END, SELECTED OFFICERS FROM THE PROJECT DISTRICT ARE PARTICIPATING IN AN ON-THE-JOB TRAINING PROGRAM WITHIN THE M.C.I. PROJECT. THEY ARE TEMPORARILY ASSIGNED TO THE INVESTIGATIONS UNIT TO WORK FOR TWO MONTHS WITH INVESTIGATORS, PERFORMING INVESTIGATIVE FUNCTIONS. UPON COMPLETION OF THE TRAINING, THE OFFICERS RETURN TO THEIR UNIFORMED SHIFTS, WHERE THEY PERFORM INVESTIGATIVE FUNCTIONS ON LESSER PART 1 OFFENSES AND MANY PART 2 OFFENSES, WHICH MERIT FOLLOW-UP. ALL PATROL OFFICERS ARE BENEFITING FROM THIS PROGRAM THROUGH THE NATURAL SHARING OF THE LEARNING EXPERIENCE.

C. CASE SCREENING

TRADITIONALLY, THIS DEPARTMENT HAS BEEN INFORMALLY SCREENING CASES WITH NO SET CRITERIA FOR THIS SCREENING.

WHAT THIS PROJECT HAS ACCOMPLISHED IS A FORMALIZED SCREENING PROCESS, BASED ON KNOWN SOLVABILITY CRITERIA GLEANED FROM THE INITIAL REPORT OF THE INCIDENT. WE ARE NOW ABLE, BASED ON THE INFORMATION CONTAINED IN THE REPORT, TO ASSIGN CASES WHICH DISPLAY A LIKELIHOOD OF SUCCESSFUL CLOSURE.

D. POLICE-PROSECUTOR COORDINATION

THIS DEPARTMENT HAS ALWAYS ENJOYED A GOOD WORKING RELATIONSHIP WITH THE PROSECUTOR'S OFFICE ON A ONE-TO-ONE BASIS. OUR PROJECT HAS ATTEMPTED TO STRUCTURE AND FORMALIZE CERTAIN GUIDELINES WHICH ENHANCE THE RELATIONSHIP OF BOTH OPERATIONS.

WE DEVELOPED A STANDARD OPERATING PROCEDURE FOR ALL OFFICERS TO FOLLOW, WHICH REQUIRES CONTACT WITH THE PROSECUTOR'S OFFICE ON ALL MAJOR CASES, BOTH BY INVESTIGATORS AND UNIFORM OFFICERS, WITHIN A CERTAIN TIME PERIOD.

A FEEDBACK FORM WAS ALSO DEVELOPED, WHICH IS TO BE UTILIZED BY THE PROSECUTOR IN AN ATTEMPT TO UPGRADE THE QUALITY OF CASES, WHICH ARE SENT FORWARD FOR POSSIBLE PROSECUTION. THIS FORM WAS DESIGNED TO ILLUSTRATE SHORTCOMINGS IN A PARTICULAR INVESTIGATION, SO AS TO ALLOW THE DEPARTMENT TO CORRECT THOSE IDENTIFIABLE ERRORS THROUGH TRAINING.

MONITORING

THE MANAGING CRIMINAL INVESTIGATIONS PROJECT, NATIONWIDE, HAS BEEN STRUCTURED FOR MONITORING AND EVALUATION PURPOSES, BASICALLY AS A ROBBERY/BURGLARY PROGRAM.

THIS DEPARTMENT'S MONITORING AND EVALUATION OF THE PROJECT HAS BEEN

EXPANDED TO INCLUDE STATISTICAL DATA ON ALL PART 1 (UCR) OFFENSES FROM HOMICIDE (0100) THROUGH LARCENY OVER \$500.00 (061-).

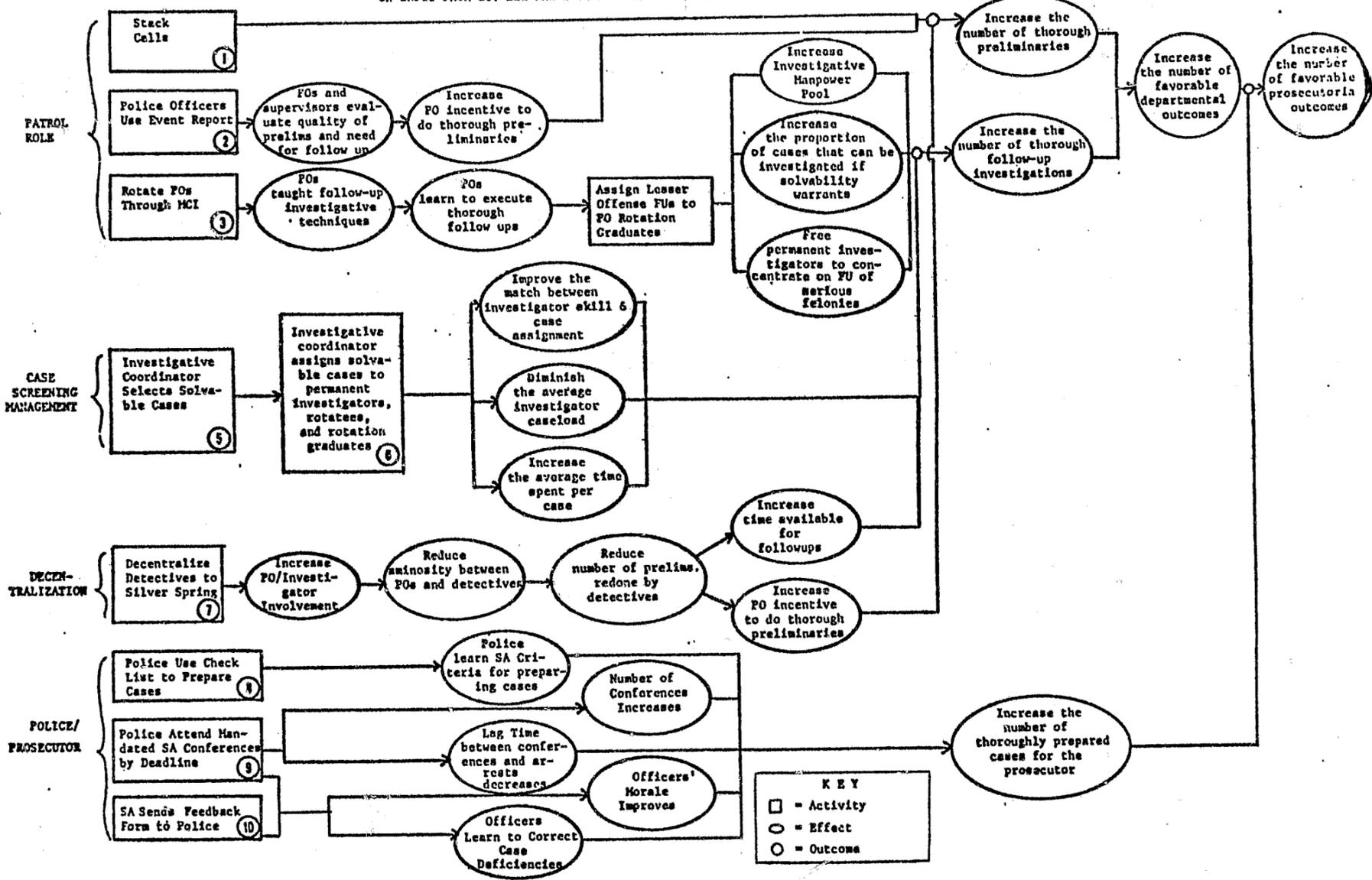
THE MONITORING AND EVALUATION CRITERIA WAS TAILORED TO SPECIFIC DEPARTMENTAL NEEDS, SPECIFICALLY THOSE PART 1 EVENTS, WHICH WITHIN THE MARYLAND LEGAL SYSTEM (BOTH COMMON AND STATUTORY LAW) ARE CIRCUIT COURT (HIGHER COURT), FELONIOUS CASES.

THE EVALUATION PHASE WILL REMAIN ON-GOING UNTIL AUGUST 31, 1978.

SECTION II

ADDENDA

FIGURE 1: REVISED DRAFT OF THE MONTGOMERY COUNTY POLICE PROGRAM, BAL...
ON INPUT FROM LT. LEE AND SGT. HARPER ON 10/26/77



SECTION III
IMPROVING PATROL FUNCTION

IMPROVING PATROL FUNCTION

TRADITIONALLY, THE UNIFORMED OFFICER WITHIN THE DEPARTMENT HAS BEEN RELEGATED TO THE MUNDANE TASKS OF ROUTINE PATROL WORK. PRIOR TO THE M.C.I. PROJECT, LITTLE OR NO EMPHASIS WAS PLACED ON THE QUALITY OR QUANTITY OF THE OFFICER'S INITIAL INVESTIGATION.

PAST PROCEDURE WAS FOR THE OFFICER TO TAKE THE INITIAL EVENT REPORT AS EXPEDIOUSLY AS POSSIBLE AND RETURN TO SERVICE. THUS, THE ROUTINE EVENTS FROM THEIR INCEPTION BECAME CATEGORIZED AS FOLLOW-UP OR CONTINUED INVESTIGATIONS. THE CONTINUED INVESTIGATIVE RESPONSIBILITY THEN WAS ASSIGNED TO THE INVESTIGATION SERVICES BUREAU. THIS PROCEDURE OBVIOUSLY EXCLUDED THE UNIFORMED OFFICER FROM POSITIVE CASE INVOLVEMENT, AND ADVERSELY BURDENED THE INVESTIGATORS.

THE LACK OF FORMAL CASE SCREENING WAS A FURTHER DETRIMENT TO THE INVESTIGATIVE PROCESS.

WITH THE APPLICATION IN THE SILVER SPRING DISTRICT OF THE MANAGING CRIMINAL INVESTIGATIONS CONCEPT, THE MAJOR PROBLEMS AFOREMENTIONED HAVE BEEN ELIMINATED.

THE MANAGING CRIMINAL INVESTIGATIONS EVENT REPORT FORM (MCP FORM #560) WAS DEVELOPED THROUGH THE TASK FORCE EFFORTS. THE FORM ELIMINATED THE PRIOR DEPARTMENTAL CRIMES AGAINST PERSONS, CRIMES AGAINST PROPERTY, AND INCIDENT REPORTS. THE FORM 560 WAS ALSO DESIGNED TO BE COMPATIBLE WITH MONITORING, EVALUATION, AND DATA PROCESSING PROCEDURES. ADDITIONALLY, THE SOLVABILITY FACTORS WERE INCORPORATED ON THE NEW FORM.

A SIX MONTH EXPERIMENTAL, PRACTICAL APPLICABILITY PHASE WAS INITIATED. DURING THE EXPERIMENTAL PHASE, CONSTANT FEEDBACK FROM THE FIELD WAS SOUGHT. THIS COOPERATIVE EFFORT RESULTED IN THE EVENT REPORT BEING RE-EVALUATED. DISCREPANCIES, ADDITIONS, AND DELETIONS WERE COMPILED AND EVALUATED BY THE TASK FORCE. THE ULTIMATE RESULT WAS THE RE-DESIGN OF THE REPORT FORM

FORMAT, AND A FINALIZED EVENT REPORT, WHICH WILL BE IMPLEMENTED IN THE NEAR FUTURE.

THE SOLVABILITY FACTORS WERE DESIGNED TO BE THOSE MOST APPLICABLE TO THE PROSECUTORIAL DEMANDS WITHIN THIS JURISDICTION.

WITH THE INCORPORATION OF THE SOLVABILITY FACTORS ON THE REPORT FORM, THE INITIAL REPORTING OFFICER IS REQUIRED TO CONDUCT A MORE IN-DEPTH, PRELIMINARY/INITIAL INVESTIGATION. ADDITIONALLY, THE OFFICER MUST THEN SCRUTINIZE THE INFORMATION CONTAINED IN THE REPORT AND DETERMINE THE QUALITY OF THE REPORT BY THE APPLICATION OF THE SOLVABILITY FACTORS.

IMPROVING THE INITIAL INVESTIGATION

THE INITIAL REPORTING OFFICER, UNDER THE M.C.I. CONCEPT, IS NOW AFFORDED THE OPPORTUNITY TO CONDUCT A MORE THOROUGH INITIAL INVESTIGATION AS OPPOSED TO THE PAST DEPARTMENTAL POLICY IN REGARD TO INITIATING REPORTS. THE SILVER SPRING PATROL SUPERVISORS HAVE BEEN GIVEN AUTHORITY TO STACK CALLS AND RE-ASSIGN UNITS ON CALLS FOR SERVICE, TO PERMIT THE INVESTIGATING PATROL OFFICER THE OPPORTUNITY TO CONDUCT A MORE IN-DEPTH INITIAL INVESTIGATION (EXAMPLE: COMPLETE NEIGHBORHOOD CANVASSES AND DETAILED WITNESS INTERVIEWS).

DUE TO THE MORE DETAILED PRELIMINARY INVESTIGATION, THE REDUNDANCY IN FOLLOW-UP INVESTIGATIONS HAS BEEN MINIMIZED.

M.C.I. TRAINING

DUE TO THE DEPARTMENTAL COMMITMENT TO IMPROVE THE PATROL FUNCTION INVESTIGATIVELY, IN MAY AND JUNE OF 1977, IN-DEPTH TRAINING WAS CONDUCTED FOR ALL SILVER SPRING OFFICERS. THE TRAINING FOCUSED ON FOUR MAJOR TOPICS:

1. APPLICATION OF THE NEW EVENT REPORT FORM AND THE PURPOSE AND FUNCTION OF THE SOLVABILITY FACTORS.
2. STRUCTURED REPORT WRITING. THIS TOPIC WAS GEARED TO A TOTAL RE-THINKING OF THE ROLE OF THE INITIAL REPORTING OFFICER TO INCLUDE ACCURATE SEQUENTIAL REPORT WRITING FOR PROSECUTORIAL REVIEW.
3. INITIAL INVESTIGATIVE PROCEDURE. PROCEDURAL METHODS WERE ADAPTED TO PRACTICAL SITUATIONS. EXAMPLE: HOMICIDE SCENE.
4. INCREASED PATROL OFFICER PARTICIPATION ON THE FOLLOW-UP INVESTIGATION. STRESSED IN THIS SEGMENT OF TRAINING WAS THE OFFICER'S NEW ROLE AS A FOLLOW-UP INVESTIGATOR AND THE INVESTIGATIVE MATERIALS THAT ARE NOW AVAILABLE TO ASSIST THEM, BOTH DEPARTMENTALLY AND IN OTHER JURISDICTIONS. ALSO STRESSED WAS THE VALUE OF PERSONAL CONTACT INTER-JURISDICTIONALLY IN CASE INVESTIGATION.

THE INITIAL TRAINING PROGRAM WAS A TWO DAY, EIGHTEEN HOUR SESSION, TAUGHT SOLELY BY M.C.I. PERMANENT PERSONNEL. THE PROGRAM WAS STRUCTURED PURPOSELY ON A SEMI-FORMAL BASIS. ASIDE FROM THE FORMAL BENEFITS OF THE TRAINING PROGRAM, TWO ADDITIONAL ADVANTAGES EMERGED. OFFICERS APPLIED KNOWLEDGE THAT IN THE MAJORITY OF INSTANCES HAD NOT BEEN USED SINCE THEIR ACADEMY INSTRUCTION.

SECONDLY, THE SILVER SPRING OFFICERS AND M.C.I. INVESTIGATORS BECAME KNOWN TO EACH OTHER PERSONALLY, WHICH HAS SINCE ENHANCED THE COOPERATIVE INVESTIGATIVE EFFORT IN THE SILVER SPRING DISTRICT. (BEARING IN MIND THAT THOSE OFFICERS EMPLOYED SINCE 1972, DURING CENTRALIZATION, DID NOT KNOW THE INVESTIGATORS NOR THEIR FUNCTION).

BI-MONTHLY OFFICER ROTATION WITHIN THE M.C.I. UNIT

IN A CONCERTED EFFORT TO FURTHER IMPROVE THE PATROL FUNCTION WITHIN THE SILVER SPRING DISTRICT, AN EXPERIMENT WAS INITIATED AT THE BEGINNING OF THE M.C.I. OPERATIONAL PHASE TO ROTATE FIVE PATROL OFFICERS THROUGH THE M.C.I. UNIT ON A BI-MONTHLY BASIS. THE ROTATION CONSISTS OF ONE OFFICER FROM EACH OF THE FIVE SHIFTS BELOW THE RANK OF SERGEANT.

THE ROTATION PROGRAM HAS BEEN EXTREMELY SUCCESSFUL FROM ITS INCEPTION AND WILL CONTINUE UNTIL ALL SILVER SPRING PATROL OFFICERS HAVE BEEN EXPOSED TO THE INVESTIGATIVE FUNCTION.

TO DATE, THIRTY OFFICERS HAVE BEEN THROUGH THE ROTATION WITH AN ESTIMATED PROGRAM COMPLETION DATE OF JUNE, 1981.

DURING THEIR TENURE WITHIN THE M.C.I. UNIT, THE OFFICERS ARE INSTRUCTED AND MONITORED IN THEIR INVESTIGATIVE EFFORTS BY THE PERMANENTLY ASSIGNED M.C.I. INVESTIGATORS. AS THEY PROGRESS, THE OFFICERS ARE ASSIGNED CASES WITH A LOWER DEGREE OF SOLVABILITY. THE OFFICERS ARE GIVEN SECONDARY FOLLOW-UP RESPONSIBILITY IN ALL MAJOR PART 1 OFFENSES (HOMICIDE AND RAPE).

UPON BEGINNING THEIR ROTATION, THE OFFICERS ARE SUBJECTED TO AN ORIENTATION OF THE GOALS AND OBJECTIVES OF THE INVESTIGATIVE ASPECTS OF THE M.C.I. PROJECT. ADDITIONALLY, PRIOR TO THE TERMINATION OF THEIR TWO MONTH ROTATION, THE OFFICERS ARE AFFORDED A PARTICIPATIVE DE-BRIEFING WITH THE PROJECT DIRECTOR AND CASE SCREENER.

SHIFT INVESTIGATOR

A FURTHER INNOVATION THAT WAS A DIRECT RESULT OF THE ROTATION PROGRAM, WAS THE SHIFT INVESTIGATOR CONCEPT.

THE ROTATED OFFICERS, UPON RETURNING TO THEIR RESPECTIVE SHIFTS, ARE DESIGNATED AS SHIFT INVESTIGATORS.

A PERCENTAGE OF THE EVENTS GENERATED ON EACH SHIFT, UPON BEING PROCESSED BY THE M.C.I. CASE SCREENER, ARE THEN ASSIGNED TO THE SHIFT INVESTIGATOR FOR FOLLOW-UP.

TO ENABLE THE SHIFT INVESTIGATOR CONCEPT TO FUNCTION WITHOUT CREATING MANPOWER SHORTAGE, THE BEAT STRUCTURE WITHIN THE SILVER SPRING DISTRICT WAS FORMALLY STUDIED AND RE-CONFIGURED BY WORK LOAD, THUS ALLOCATING ONE OFFICER A ROVING CAPACITY. THIS OFFICER IS THE SHIFT INVESTIGATOR. THE SHIFT INVESTIGATOR IS AFFORDED THE FLEXIBILITY TO ADJUST HIS/HER WORK SCHEDULE TO CONFORM WITH THEIR INVESTIGATIVE WORKLOAD.

AN ADDITIONAL BENEFIT OF THE SHIFT INVESTIGATOR IS THEIR IMPARTING OF NEWLY GAINED KNOWLEDGE TO THEIR FELLOW OFFICER ON THE SHIFT.

SINCE THE INCEPTION OF THE SHIFT INVESTIGATOR PROGRAM, ARRESTS HAVE INCREASED WITHIN THE SILVER SPRING DISTRICT.

FEED-BACK FROM THE STATE'S ATTORNEY'S OFFICE INDICATES THAT THERE IS ALSO A MARKED IMPROVEMENT IN THE QUALITY OF REPORTS WITHIN THE SILVER SPRING DISTRICT. EXACTLY WHAT THESE IMPROVEMENTS ARE ATTRIBUTABLE TO CANNOT BE MEASURED AT THIS TIME.

THE FOLLOWING QUESTIONS ARE POSED:

1. IS THE OVERALL DISTRICT IMPROVEMENT DUE TO THE DECENTRALIZATION OF INVESTIGATORS?
2. IS IT DUE TO THE OFFICER ROTATION CONCEPT?
3. IS IT CAUSED BY THE SHIFT INVESTIGATOR PROGRAM?
4. ULTIMATELY, IS IT SIMPLY DUE TO THE TOTAL M.C.I. PROGRAM AND THE ELUSIVE INTANGIBLES, SUCH AS THE DAILY CONTACT AND RESTORED RAPPORT BETWEEN THE M.C.I. INVESTIGATORS AND THE UNIFORMED OFFICER?

THE OFFICER ROTATION THROUGH THE M.C.I. UNIT HAS SERVED TO ENHANCE THE TOTAL INVESTIGATIVE EFFORTS AT THE SHIFT LEVEL AND IS INDICATIVE OF INCREASED INDIVIDUAL INCENTIVE IN CASE INVESTIGATION.

THE SHIFT INVESTIGATOR PROGRAM, TO DATE, HAS BEEN MARGINALLY SUCCESSFUL STATISTICALLY. FEEDBACK FROM THE SHIFT INVESTIGATORS REVEALS THAT PEER PRESSURES, PATROL DUTY ASSIGNMENTS, LACK OF INVESTIGATIVE CONFIDENCE (THE TWO MONTH ROTATION NOT BEING LONG ENOUGH), AND PART-TIME EMPLOYMENT ARE CONTRIBUTORY TO MINIMIZING THE PROGRAMS SUCCESS.

SECTION III

ADDENDA

PRESS FIRMLY YOU ARE MAKING 6 COPIES

EVENT REPORT DEPARTMENT OF POLICE MONTGOMERY COUNTY, MARYLAND

Main form for event reporting, including sections for crime details, victim information, witness statements, suspect descriptions, and solvability factors.

EVENT REPORT DEPARTMENT OF POLICE MONTGOMERY COUNTY, MARYLAND

Secondary form for event reporting, including sections for nature and location of injuries, medical examination details, and status of the case.

226857

PRESS FIRMLY YOU ARE MAKING 5 COPIES

CRIME AGAINST PROPERTY

Montgomery County, Maryland
Department of Police

1. PERSON/FIRM FOR WHOM COMPLAINT WAS MADE (VICTIM)		2. NO. NUMBER	
3. ADDRESS CITY - STATE - ZIP		4. CLASSIFICATION	
18. VICTIM'S PLACE OF EMPLOYMENT OR SCHOOL (ADDRESS)		7. CLASSIFICATION CHANGED TO:	
19. VICTIM'S OCCUPATION		8. RACE - SEX - D.O.B.	
20. HRS. OF EMPLOY		9. PHONE RES. BUS.	
21. SOBRIETY		10. LOCATION OF CRIME	
22. DESCRIBE TYPE OF AREA OR PREMISES		11. WHEN OCCURRED MO - DA - YR MD - DA - YR HOURS DAY	
23. VEHICLE USED BY SUSPECTS <input type="checkbox"/> YES <input type="checkbox"/> NO		12. WHEN REPORTED MO - DA - YR MD - DA - YR HOURS DAY	
24. DESCRIBE TYPE OF AREA OR PREMISES		13. COMPLAINTANT'S NAME (LAST, FIRST, MIDDLE)	
25. LICENSE NO. STATE YEAR		14. RACE - SEX - AGE	
26. MAKE BODY COLOR(S)		15. RES. PHONE	
27. IDENTIFYING CHARACTERISTICS OF VEHICLE		16. COMPLAINTANT'S ADDRESS CITY STATE ZIP	
28. IDENTIFYING CHARACTERISTICS OF VEHICLE		17. BUS. PHONE	
CODE: W-WITNESS; P-PARENT; G-GUARDIAN			
29. NAME		CODE	
30. RESIDENCE ADDRESS CITY STATE ZIP		RES. PHONE BUS. PHONE	
31. IDENTIFY SUSPECTS BY NO. (NAME-ADDRESS-RACE-SEX-AGE-HEIGHT-WEIGHT-HAIR-EYES-COMPLEXION-CLOTHING)		WARRANT ON FILE	
32. WEAPON-TOOLS OR MEANS USED		ARRESTED	
33. METHOD USED TO COMMIT CRIME		34. ROUTE OF ESCAPE	
35. PERSON NOTIFIED IN C.I.D. DATE TIME		36. LATENTPRINTS <input type="checkbox"/> YES <input type="checkbox"/> NO	
37. TRADEMARKS OF SUSPECT(S) (ACTION OR CONVERSATION)		38. PHOTOGRAPHS <input type="checkbox"/> YES <input type="checkbox"/> NO	
39. TYPE OF DOCUMENT		40. FIRM NAME OF CHECK	
41. NAME OF BANK		42. ACCOUNT NUMBER	
43. MADE PAYABLE TO		44. SIGNATURE OR FACE	
45. REASON NOT HONORED		46. TYPE OF PROPERTY OR SERVICE OBTAINED	
47. NARRATIVE: (1) CONTINUATION OF ABOVE ITEMS (INDICATE ITEM NUMBER AT LEFT) INCLUDE ADDITIONAL WITNESSES AND SUSPECTS; (2) DESCRIBE DETAILS OF INCIDENT; (3) DESCRIBE EVIDENCE AND PROPERTY DISPOSITION. (A) DESCRIBE PROPERTY TAKEN OR RECOVERED, ITS VALUE, AND IF RECOVERED CHECK THE REC. CHECK. (B) NOTE PROPERTY SLIP NO. SER.		48. AMOUNT OF DOCUMENT	
49. STATUS: <input type="checkbox"/> OPEN <input type="checkbox"/> CLOSED BY: <input type="checkbox"/> ARREST <input type="checkbox"/> EXCEPTION <input type="checkbox"/> UNFOUNDED		PROPERTY VALUE	
50. DISTRIBUTION EXTRA COPIES #		51. INVESTIGATING OFFICER NO.	
52. DATE MO - DA - YR		53. APPROVED BY	
54. REPORT REVIEW		55. RECORDS USE ONLY	

M.C.P. FORM NO. 101

PRESS FIRMLY YOU ARE MAKING 5 COPIES

INCIDENT REPORT

Montgomery County, Maryland
Department of Police

1. PERSON/FIRM FOR WHOM COMPLAINT WAS MADE (VICTIM)		2. NO. NUMBER	
3. ADDRESS CITY - STATE - ZIP		4. CLASSIFICATION	
18. VICTIM'S PLACE OF EMPLOYMENT OR SCHOOL (ADDRESS)		7. CLASSIFICATION CHANGED TO:	
19. VICTIM'S OCCUPATION		8. RACE - SEX - D.O.B.	
20. HRS. OF EMPLOY		9. PHONE RES. BUS.	
21. SOBRIETY		10. LOCATION OF CRIME	
22. DESCRIBE TYPE OF AREA OR PREMISES		11. WHEN OCCURRED MO - DA - YR MD - DA - YR HOURS DAY	
23. VEHICLE USED BY SUSPECTS <input type="checkbox"/> YES <input type="checkbox"/> NO		12. WHEN REPORTED MO - DA - YR MD - DA - YR HOURS DAY	
24. DESCRIBE TYPE OF AREA OR PREMISES		13. COMPLAINTANT'S NAME (LAST, FIRST, MIDDLE)	
25. LICENSE NO. STATE YEAR		14. RACE - SEX - AGE	
26. MAKE BODY COLOR(S)		15. RES. PHONE	
27. IDENTIFYING CHARACTERISTICS OF VEHICLE		16. COMPLAINTANT'S ADDRESS CITY STATE ZIP	
28. IDENTIFYING CHARACTERISTICS OF VEHICLE		17. BUS. PHONE	
CODE: W-WITNESS; P-PARENT; G-GUARDIAN			
29. NAME		CODE	
30. RESIDENCE ADDRESS CITY STATE ZIP		RES. PHONE BUS. PHONE	
31. IDENTIFY SUSPECTS BY NO. (NAME-ADDRESS-RACE-SEX-AGE-HEIGHT-WEIGHT-HAIR-EYES-COMPLEXION-CLOTHING)		WARRANT ON FILE	
32. WEAPON-TOOLS OR MEANS USED		ARRESTED	
33. METHOD USED TO COMMIT CRIME		34. ROUTE OF ESCAPE	
35. PERSON NOTIFIED IN C.I.D. DATE TIME		36. LATENTPRINTS <input type="checkbox"/> YES <input type="checkbox"/> NO	
37. TRADEMARKS OF SUSPECT(S) (ACTION OR CONVERSATION)		38. PHOTOGRAPHS <input type="checkbox"/> YES <input type="checkbox"/> NO	
39. TYPE OF PROPERTY		40. FIRM NAME OF CHECK	
41. NAME OF BANK		42. ACCOUNT NUMBER	
43. MADE PAYABLE TO		44. SIGNATURE OR FACE	
45. REASON NOT HONORED		46. TYPE OF PROPERTY OR SERVICE OBTAINED	
47. NARRATIVE: (1) CONTINUATION OF ABOVE ITEMS (INDICATE ITEM NUMBER AT LEFT) INCLUDE ADDITIONAL WITNESSES AND SUSPECTS; (2) DESCRIBE DETAILS OF INCIDENT; (3) DESCRIBE EVIDENCE AND PROPERTY DISPOSITION. (A) DESCRIBE PROPERTY TAKEN OR RECOVERED, ITS VALUE, AND IF RECOVERED CHECK THE REC. CHECK. (B) NOTE PROPERTY SLIP NO. SER.		48. AMOUNT OF DOCUMENT	
49. STATUS: <input type="checkbox"/> OPEN <input type="checkbox"/> CLOSED BY: <input type="checkbox"/> ARREST <input type="checkbox"/> EXCEPTION <input type="checkbox"/> UNFOUNDED		PROPERTY VALUE	
50. DISTRIBUTION EXTRA COPIES #		51. INVESTIGATING OFFICER NO.	
52. DATE MO - DA - YR		53. APPROVED BY	
54. REPORT REVIEW		55. RECORDS USE ONLY	

M.C.P. FORM NO. 102

CASE SCREENING: OVERVIEW

WITHIN THE MONTGOMERY COUNTY DEPARTMENT OF POLICE, MANAGING CRIMINAL INVESTIGATIONS PROJECT, THE MECHANISM REFERRED TO AS CASE SCREENING IS SIMPLY A METHOD TO FACILITATE DECISIONS CONCERNING THE CONTINUING INVESTIGATION BASED ON THE PRESENCE (OR ABSENCE) OF SUFFICIENT (WEIGHTED) SOLVABILITY FACTORS AS DETERMINED IN THE INITIAL INVESTIGATION.

CASE SCREENING IS BY NO MEANS A NEW CONCEPT WITHIN THIS DEPARTMENT. HOWEVER, PRIOR TO M.C.I., THE SEPARATE DETECTIVE SECTION COMMANDERS EITHER SCREENED CASES THEMSELVES OR DELEGATED THE CASE LOGGING AND/OR ASSIGNMENT TO ONE OR MORE OF THEIR SUBORDINATES.

THE EVENTS WERE DISSEMINATED INTO TWO CATEGORIES:

- 1) THOSE EVENTS CONTAINING SOME LEADS (SOLVABILITY).
- 2) THOSE EVENTS WITH LITTLE OR NO INVESTIGATIVE INFORMATION AVAILABLE, WHICH EXPERIENCE DICTATED ONLY SLIGHT PROBABILITY OF CLOSURE.

DUE TO THIS UNSTRUCTURED MANNER OF CASE PROCESSING, IT WAS AT BEST A SEMI-ACCURATE METHOD OF CASE MANAGEMENT.

WITH THE ESTABLISHMENT OF THE FORMAL CASE SCREENING SYSTEM, THE DECISION MAKING AUTHORITY FOR CASE PROCESSING WAS PLACED SOLELY IN THE HANDS OF MANAGEMENT, WHERE IT PROPERLY BELONGS.

THE DEPARTMENT RECOGNIZED THAT THE POLICE EXECUTIVE CAN ONLY CONTROL AND MANAGE THE INVESTIGATIVE WORKLOAD VIA THE MONITORING, THE COMMITMENT OF INVESTIGATIVE RESOURCES, AND THUS BE ENABLED TO MAKE THE CRITICAL DECISIONS CONCERNING THE ALLOCATION OF THOSE RESOURCES.

THE IMPLEMENTATION WITHIN CASE SCREENING OF EARLY SUSPENSION OF NON-SOLVABLE CASES HAS GREATLY REDUCED THE WORKLOAD OF THE INDIVIDUAL INVESTIGATORS WITHIN THE M.C.I. UNIT. PRIOR TO THE IMPLEMENTATION, AN EXCESSIVE AMOUNT OF INVESTIGATIVE TIME WAS WASTED IN UNPRODUCTIVE FOLLOW-UP. WITH THE MORE MANAGEABLE

CASE LOAD, COUPLED WITH THE MORE SOLVABLE CASES, THE TOTAL INVESTIGATIVE EFFORT NOW CONCENTRATES ON MORE THOROUGHNESS OF CASE PREPARATION FOR SUCCESSFUL PROSECUTION.

THE INVESTIGATIVE UNIT ADMINISTRATOR THUS OBTAINS THE BENEFIT OF REVIEWING THE INVESTIGATOR'S PERFORMANCE ON THE BASIS OF REALISTIC INVESTIGATIVE WORKLOAD.

DEPARTMENTALLY, PRIOR TO IMPLEMENTING THE FORMAL SCREENING PROCESS, THE PATROL OFFICER WAS NOT MOTIVATED TO CONDUCT A THOROUGH PRELIMINARY INVESTIGATION. THE PREVALENT ATTITUDE WAS THAT THEIR REPORT WOULD BE FORWARDED TO THE DETECTIVES, WHO WOULD IN ALL PROBABILITY DUPLICATE THEIR WORK. THUS, THE VAST MAJORITY OF INITIAL REPORTS WERE PERFUNCTORY BEING VIEWED AS A TASK RATHER THAN AN ESSENTIAL FUNCTION.

THE M.C.I. CONCEPT WITHIN THE SILVER SPRING DISTRICT, HAS RESULTED IN THE PATROL OFFICER WORKING MORE CLOSELY WITH THE INVESTIGATIVE PERSONNEL. ADDITIONALLY, OPERATIONAL TRAINING IN THE CONDUCT OF THOROUGH PRELIMINARY INVESTIGATION HAS FURTHER ENHANCED THE PATROL ROLE.

THE CASE SCREENING SYSTEM HAS RESULTED IN IMPROVED MORALE WITHIN THE PATROL DIVISION, DUE TO THEIR NOW EXTREMELY VISIBLE ROLE IN THE INITIAL INVESTIGATION. THEY NOW PERSONALLY PERCEIVE THEIR INITIAL CASE INVOLVEMENT AS A SEARCH FOR SOLVABILITY FACTORS.

TO FURTHER AID THE PATROL OFFICER IN SEEKING SOLVABILITY, AN M.C.I. INVESTIGATIVE CHECK LIST WAS DEVELOPED FOR THEIR USE IN FURTHER EVALUATING THE CONTENT OF THEIR REPORT.

THE OBVIOUS, ULTIMATE RESULT, AS THE CAPABILITY IS REFINED, WILL BE THE DISCOVERY OF NEW INFORMATION, WHICH LEADS TO ADDITIONAL SUCCESS IN ARRESTS AND PROSECUTION.

CASE SCREENING

THE OFFICERS WITHIN THE SILVER SPRING DISTRICT GENERATE 10,000 - 14,000 EVENT REPORTS (EXCLUDING TRAFFIC ACCIDENTS) PER YEAR.

DUE TO THE EXCESSIVE AMOUNT OF CASES INITIALLY DOCUMENTED, THE CASE SCREENING TASK FORCE CONCENTRATED THEIR EFFORTS ON THE DESIGN OF A FORMAL CASE SCREENING PROCESS TO REDUCE THE INVESTIGATOR'S INDIVIDUAL LOAD.

THE CASE SCREENING PROCESS WAS STRUCTURED AROUND THE SOLVABILITY FACTOR SYSTEM. THE SOLVABILITY FACTORS WERE DESIGNED SPECIFICALLY TO ADHERE TO THE PROSECUTORIAL DEMANDS OF THE STATE OF MARYLAND AND MONTGOMERY COUNTY. ADDITIONALLY, THE CASE SCREENER DESIGNED A WEIGHTED SCALE FOR THE SOLVABILITY FACTORS TO FURTHER REFINE SOLVABILITY FOR PURPOSES OF CASE ASSIGNMENT, MONITORING AND EVALUATION. FURTHERMORE, THE STATISTICAL DATA GLEANED FROM THE WEIGHTED SOLVABILITY SYSTEM IS A VALUABLE MANAGEMENT SUPPORT TOOL.

THE WEIGHTED SOLVABILITY SYSTEM ENABLES THE SCREENER TO MORE EFFECTIVELY DETERMINE THE INITIAL DISPOSITION OF THE CASE (EXAMPLE: ASSIGNED M.C.I., ASSIGNED PATROL, SUSPENDED, ETC.).

THE WEIGHTED SYSTEM WAS DEVELOPED NUMERICALLY ON A 0-60 CRITERIA, WITH THE SOLVABILITY FACTORS RANKED 1-10 IN ORDER OF THEIR PERTINENCE TO THE EVENT FOR PROSECUTORIAL PURPOSES. FACTORS ONE THROUGH FIVE, EACH HAVE A MINIMUM SOLVABILITY OF EIGHT; TWO POINTS FOR EACH GRADE EXCLUDING 0. (EXAMPLE: P=2).

THE SOLVABILITY FACTORS 6-10 RECEIVE A MAXIMUM NUMERICAL WEIGHT OF FOUR (ONE POINT FOR EACH GRADE, EXCLUDING 0.) (EXAMPLE P=1).

THE WEIGHTED SYSTEM IS USED SOLELY BY THE CASE SCREENER, WHO PROCESSES THE TOTAL REPORTS GENERATED IN THE DISTRICT. THE APPLICATION OF THE WEIGHTED SOLVABILITY SYSTEM NECESSITATES CASE SCREENER CONTROL OVER ALL CASE ASSIGNMENT WITHIN THE DISTRICT.

THE WEIGHTED SOLVABILITY SYSTEM IS A MAJOR ANALYTICAL TOOL FOR THE SCREENER IN HIS SEARCH FOR CRIME PATTERNS.

CONSTANT LIAISON IS MAINTAINED BETWEEN THE CASE SCREENER AND THE DISTRICT CRIME ANALYST IN AN EFFORT TO FURTHER ENHANCE THE TOTAL INVESTIGATIVE EFFORT WITHIN SILVER SPRING.

SILVER SPRING DISTRICT CRIME ANALYSIS; ANALYST FUNCTION:

THE DISTRICT CRIME ANALYST REVIEWS SPECIFIC EVENT REPORTS ON A DAILY BASIS IN AN EFFORT TO ESTABLISH CRIME PATTERNS. THOSE CATEGORIES REVIEWED ARE:

1. SEX OFFENSES (INCLUDING RAPE)
2. ALL ROBBERIES
3. ALL BURGLARIES
4. ALL LARCENIES (INCLUDING POCKETBOOK SNATCHES AND AUTO THEFTS)

THESE OFFENSES ARE REFERRED TO AS 'PATROLABLE' OR CRIMES IN WHICH THE BEAT OFFICER HAS A MAJOR DETERRENT ROLE. THE EVENT REPORTS ARE EVALUATED AND THE VITAL INFORMATION FROM THEM IS COMPILED IN A WEEKLY OFFENSE PROFILE REPORT. THIS OFFENSE PROFILE IS DISSEMINATED TO EACH SPECIFIC BEAT FOR THE USE OF THE PATROL OFFICER. ADDITIONALLY, PROFILES ARE AFFORDED THE PATROL ZONE SUPERVISOR, DISTRICT SPECIAL OPERATIONS TEAM (S.O.T.), TRAFFIC (MOTORCYCLE) SQUAD, THE CENTRALIZED CRIME PREVENTION (BURGLARY PREVENTION) SECTION AND THE M.C.I. UNIT. THE CASE SCREENER IN M.C.I. USES THE PROFILE AS AN ADDITIONAL TOOL IN THE CONTINUED (FOLLOW-UP) INVESTIGATION PROCESS.

THE CRIME ANALYST ALSO MAINTAINS A PATTERN CRIME COLOR CODED PIN MAP AND CORRESPONDING COLOR CODED OFFENSE CARD FILE IN THE DISTRICT'S OPERATIONS ROOM WHERE IT IS INSTANTLY ACCESSIBLE TO THE PATROL DIVISION.

TO FURTHER ENHANCE LIAISON BETWEEN THE CRIME ANALYST AND THE RESPECTIVE SHIFTS, ONE PATROL OFFICER FROM EACH SHIFT HAS BEEN DESIGNATED SHIFT ANALYST. THE OFFICER IS THE FOCAL POINT FOR INTELLIGENCE GATHERING AT THE SHIFT LEVEL WHICH THEY THEN FEEDBACK TO THE ANALYST FOR PROFILE USAGE.

CASE ASSIGNMENT: OTHER FACTORS

THERE ARE SEVERAL MAJOR FACTORS THAT DIRECTLY INFLUENCE CASE ASSIGNMENT ASIDE FROM THOSE EVENTS WITH A HIGH SOLVABILITY RATING:

1. THOSE EVENTS UPON WHICH ADDITIONAL SOLVABILITY DEVELOPS WHEN THE CASE WAS INITIALLY SUSPENDED.
 - A. THESE CASES ARE KNOWN AS RE-ENTERED.
2. THE CURRENT WORKLOAD OF THE INDIVIDUAL INVESTIGATORS.
 - A. A PRIMARY INVESTIGATOR ON A HOMICIDE AS OPPOSED TO AN INVESTIGATOR WORKING LESS DEMANDING CASES.
3. INDIVIDUAL INVESTIGATOR'S ABILITY
 - A. EXPERTISE IS A PRIMARY CONSIDERATION IN ASSIGNMENT OF A MAJOR EVENT.
 1. SECONDARY INVESTIGATOR GAINS EXPERTISE BY CASE EXPOSURE.
4. POLITICAL FACTORS OCCASIONALLY INFLUENCE CASE ASSIGNMENT AND OVER-RIDE THE SOLVABILITY SYSTEM.

SECTION IV
ADDENDA

MCI INVESTIGATIVE CHECKLIST

I. Offense

1. Is there an accurate report of the instant offense? Yes No
2. Is there an accurate report of the force used? Yes No
3. What was the physical harm to the victim?

- a. Do photographs exist of injuries? Yes No
4. Are there photographs of the crime scene? Yes No
5. Is there a detailed description of the property taken? Yes No
6. Is the suspect's route of escape identified? Yes No
7. Is there a vehicle used in the crime? Yes No
 - a. If yes, what type of vehicle? _____
8. What type of weapon was used by suspect? _____
 - a. Who does weapon belong to? _____
 - b. If handgun, was it test fired? Yes No
 - c. If handgun, was it loaded? Yes No

II. Suspect

9. Was suspect under the influence of alcohol or drugs? Yes No
 - a. At time of offense? Yes No
 - b. At time of arrest? Yes No
10. If multiple suspects, what is their relationship?

11. Where is suspect employed? _____
12. Was suspect personally known to victim prior to contact? Yes No

III. Arrest

13. Is the basis for search and seizure documented? Yes No
14. Is the method of locating the evidence documented? Yes No
15. Is the method of locating the suspect documented? Yes No
16. Is the method of arrest of the suspect documented? Yes No

IV. Evidence

A. Lineups

17. Was there a lineup? Yes No
18. Was there a show-up? Yes No
19. Was there a photo array? Yes No
20. Are the procedures described? Yes No
21. Was there an identification made? Yes No

B. Fingerprints

22. Did you attempt to obtain latents? Yes No
23. Were latents obtained? Yes No
24. Were latents compared against the suspect? Yes No
 - a. If yes, what was the result?

C. Statements: Suspects

25. Was suspect advised as per MCP 50? Yes No
26. Did suspect make a statement? Yes No
27. Was it obtained? Yes No
28. Was it oral _____ or written _____?
29. Was a copy attached? Yes No

CONTINUED

1 OF 3

D. Statements: Victim/Witness

30. Are written statements from victim or witness attached? Yes No
31. Did victim verify his/her statements in the crime? Yes No
32. Were EOC tapes held? Yes No
33. Who has custody of the evidence?

MANAGING CRIMINAL INVESTIGATIONS

CASE SCREENING

STANDARD OPERATING PROCEDURE

DUTIES OF CASE SCREENER

- I. Review each Event Report that is generated within the District.
- II. Make determination on case assignment by:
 - A. Use of the Solvability Factors (Block #61 on the Event Report).
 - B. Application of the weighting system of solvability.
 - C. Identification of distinct Modus Operandi.
 - D. Identification of distinct pattern crime.
 - E. Secondary assignment factors:
 1. Assignment made due to information on new event being generated by M.C.I. Personnel.
 2. Assignment made due to information on new event being generated by District Uniformed Personnel.
 3. Assignment made upon request of District. Example: District Commander, M.C.I. Director, or Shift Commanders.
 4. Assignment made on previously suspended Event Report, due to additional information being developed by M.C.I. Personnel.
 5. Assignment made on previously suspended Event Report, due to additional information being developed by District Uniformed Personnel.
 6. Assignment made on previously suspended Event Report upon request of District Commander, M.C.I. Director, or

Shift Commanders.

(Items 4 through 6 above, are referred to as Re-entries).

III. Case Screening Decision - Based Upon:

- A. Application of the Solvability Factors.
- B. Application of weighted solvability.
- C. Identification of distinct pattern crime.
- D. Identification of distinct Modus Operandi.

IV. Event Report routing as the result of the case screening decision:

- A. Assignment to the Roving Patrol Investigator for follow-up investigation.
- B. Assignment to the M.C.I. Investigator for follow-up investigation.
- C. Assignment to a M.C.I. Investigator and the Roving Patrol Investigator for joint follow-up investigation.
- D. Assignment to a Beat Officer for his/her follow-up investigation.
 - 1. Upon the request of the respective Officer.
 - 2. Upon the decision of the Shift Commander.
 - 3. Upon the decision of the Case Screener/Investigations Coordinator.
- E. Event Reports suspended in the initial screening process.
- F. Event Reports suspended after initial assignment.
- G. Event Reports re-entered for investigation, subsequent to initial suspension. (Refer to Items 4-6 inclusive, under duties of Case Screener, Section 2, E)

V. Case tracking system and related duties of the Case Screener/ Investigations Coordinator.

- A. Upon assignment of case reports to the Roving Patrol Investigator for follow-up investigation:
 - 1. Three case tracking-tickler cards are initiated on each report.
 - a. One card is retained in the M.C.I. Case Screener's file.
 - b. One card is retained in the Shift Commander's case assignment file, at the shift level.
 - c. One card is routed to the M.C.I. Project Evaluator.
- B. Upon assignment of case reports to the M.C.I. Investigator for follow-up investigation:
 - 1. Two case tracking-tickler cards are initiated on each report.
 - a. One card is retained in the M.C.I. Case Screener's file.
 - b. One card is routed to the M.C.I. Project Evaluator.
- C. Upon assignment of case reports to the M.C.I. Investigator and Roving Patrol Investigator for joint follow-up investigation:
 - 1. The same procedure as indicated in B, 1 and a. and b.
- D. Upon assignment of case reports to a Beat Officer for their follow-up investigation:
 - 1. The same procedure as indicated in A, 1 and a., b. and c.
- E. Upon the return of the case report to the Case Screener/ Investigations Coordinator following the case investigation.

1. The case tracking-tickler cards are up-dated, reference the current case status.

a. Up-dated tickler card is forwarded to the M.C.I. Project Evaluator.

VI. Subsequent status on suspended cases.

A. Periodically (every 30 days) all suspended major cases (Classification 0100 through 0400, inclusive) are reviewed.

1. To determine the feasibility of re-entry of the case for follow-up or additional follow-up investigation.

2. Retain the case report in a suspended status.

APPENDICES:

1. The case tracking/tickler card: Explanation and operational application.
2. The weighted solvability system: Explanation and operational application.

APPENDIX 1.

M.C.I. CASE-TRACKING/TICKLER CARD

VICTIM NAME	RD NUMBER	CLASS.
Screening Decision		
Assign to Patrol Follow-Up	<input type="checkbox"/>	Date Assigned _____
Assign to MCI Follow-Up	<input type="checkbox"/>	Date Assigned _____
Suspended in Screening	<input type="checkbox"/>	Date Suspended _____
Suspended After Assigned	<input type="checkbox"/>	Date Suspended _____
Re-entered After Suspension	<input type="checkbox"/>	Date Re-entered _____
	<input type="checkbox"/>	Date Returned _____
Solvability Factors		Officer Assigned:
(1) N P F G E	(6) N P F G E	(1) _____
(2) N P F G E	(7) N P F G E	(2) _____
(3) N P F G E	(8) N P F G E	Initial Numerical
(4) N P F G E	(9) N P F G E	Rating: _____
(5) N P F G E	(10) N P F G E	Case Screener Numerical
Status:		Rating: _____
Open <input type="checkbox"/>		Closed By: <input type="checkbox"/>
Arrest <input type="checkbox"/>		Patrol <input type="checkbox"/>
Exception <input type="checkbox"/>		Investigations <input type="checkbox"/>
Unfounded <input type="checkbox"/>		Combined <input type="checkbox"/>
		<input type="checkbox"/> Multiple Clearance

Operational Description:

1. The blocks for the Victim's name, the Report RD Number and Classification are self explanatory.
2. Screening Decision: This block is, also, self explanatory.
3. Solvability Factors: The Solvability Factors on the tickler card are to depict the Solvability Rating of the case Screener, upon his review of the case.
4. The Case Status, Officer Assigned, Solvability Ratings and Ultimate Case Disposition are self explanatory.

APPENDIX 2.

THE M.C.I. WEIGHTED SOLVABILITY SYSTEM

1. Block #61 of the M.C.I. Event Report contains the Ten Solvability Factors.
2. The Weighted Solvability System used solely by the Case Screener assigns numerical ratings to each of the Ten Solvability Components.
3. Solvability Factors numbers one through five receive a total of 40, with N receiving a 0 and Items P, F, G, and E each receiving a numerical rating of 2.
 - a. Solvability Factors 6 through 10, inclusive, may receive a maximum total of 20, with N again receiving a 0 and Items P, F, G and E, each receiving a 1.
 - b. Thus, a perfect case would have an absolute maximum of 60.
4. Operationally, each Event Report that is assigned within M.C.I. is weighted by the Case Screener.
 - a. The Case Screener weights the Solvability, which the Original Reporting Officer assigned the Event.
 - b. The Case Screener, upon review of the Event Report, then assigns his weighted Solvability rating to the report.
 - c. Both the Officer's and the Screener's ratings are recorded on the Tickler Card. (Refer to Appendix # 1)
5. Solvability Factors as they appear on the Event Report:

SOLVABILITY	61. SOLVABILITY FACTORS: CODE: N-NONE P-POOR F-FAIR G-GOOD E-EXCELLENT				
	(1) N P F G E IS THERE A WITNESS	(6) N P F G E CAN A SUSPECT VEHICLE BE IDENTIFIED			
(2) N P F G E IS A SUSPECT NAMED	(7) N P F G E IS THERE A DISTINGUISHABLE M.O.				
(3) N P F G E IS A SUSPECT KNOWN	(8) N P F G E IS A PATTERN PRESENT				
(4) N P F G E IS A SUSPECT DESCRIBED	(9) N P F G E IS STOLEN PROPERTY TRACEABLE				
(5) N P F G E CAN A SUSPECT BE IDENTIFIED	(10) N P F G E IS PHYSICAL EVIDENCE PRESENT				

CRIME ANALYSIS
SILVER SPRING DISTRICT
INFORMATION AND SUSPECTS

1. SUSPECT IN INDECENT EXPOSURE: ROCK CREEK DRUGS, 8309 GRUBB ROAD. 2/15/78, 1605 HRS.
N/M, 22-22, 6-1, 180, THIN BUILD, BLACK SHORT HAIR, BROWN EYES, MED. COMP, BLUE JEANS
LAST SEEN ON FOOT NORTH ON GRUBB ROAD.
2. SUSPECT IN ROBBERY (STRONG ARM): 8727 COLESVILLE ROAD (LOBBY OF THE SHERATON HOTEL)
N/M, 20, 6', 145, BLACK HAIR, LIGHT COMP, PLAID OVERCOAT, SMALL HEAD, LAST SEEN ON FOOT ROEDER ROAD AREA.
3. SUSPECT IN INDECENT EXPOSURE: FRONT OF 825 NORTHAMPTON DRIVE. 2/5/78, 2300 HRS. S806475.
#1 - W/M EARLY 20'S, GLASSES, 6', SLIM, DARK CLOTHING
#2 - W/M EARLY 20'S, SLIM, DARK CLOTHING
4. ARRESTED FOR 4 COUNTS LARCENY AUTO PARTS IN AREA OF 1300 CRESTHAVEN DRIVE, 2/12/78 0620 HRS.
#1 JEFFREY BRUCE MORRISON, W/M, 4/4/51, 5-11, 145, THIN BUILD. 1345 PINETREE ROAD, MCLEAN, VA.
#2 ADRIENNE ROSENA FIELDS, N/F, 11/9/58, 5-4, 135 2523 17TH ST., D.C.
OPERATING 75 FORD PICK UP, GOLD, TEXAS TAGS GG 1265.
5. SUSPECTS IN ROBBERY, 11235 OAKLEAF DRIVE, 2/12/78, 2315 HRS S806938
2 N/MS, ONE ARMED WITH SAWED OFF SHOTGUN
WAS DRUG RIP OFF, BEAT AND STABBED VICTIM.
6. SUSPECT IN ROBBERY, FIREARM HIGH'S STORE, 617 SLIGO AVE, 2/12/78 1935 HRS, S806924
W/M, 20'S, 5', MED. WEIGHT, DARK LONG HAIR, GREEN ARMY COAT, OPERATING SMALL DARK VEHICLE
7. SUSPECT IN STRONG ARM ROBBERY: PARKING LOT 11235 OAKLEAF DRIVE, 2/11/78 2355 HRS. UNK MALE, 5-11, MED. BUILD, DARK STOCKING CAP, DARK WAIST LENGTH JACKET
LAST SEEN ACROSS LOT TOWARDS 11200 LOCKWOOD DRIVE. S806808
8. SUSPECT IN BURG, WHICH OCCURRED ON 2/10/78, 10409 CLINTON AVE. S806606
W/M MED 20'S, 5-10, MED. BUILD, BROWN LONG HAIR, (OVER EARS), FUR LINED JEAN JACKET, BLUE JEAN PANTS
OPERATING EARLY 70'S MODEL CHEV NOVA, BLUE WITH DARK INTERIOR.
9. SUSPECT IN ATTEMPT ARMED ROBBERY: 2/12/78 0555 HRS, PARKING LOT 1909 EAST WEST HIGHWAY, S806834
N/M, 20'S, 5-10, 6', MED. BUILD, BLACK HAIR, MED. BUSH, DARK BROWN LEATHER JACKET, BLUE JEANS.
LAST SEEN ON FOOT TOWARDS REAR OF 1705 EAST WEST HIGHWAY.

OFFENSE PROFILE
BEAT 310

EVENT	0800 - 1600	1600 - 2400	0001 - 0800
0300	0	1	0
0500 RESD.	0	0	0
0500 COMM.	0	0	0
0600	0	0	5
1400	0	1	0
0700 1700	1	1	0

1. DEVELOPMENT OF TREND: INDECENT EXPOSURE
 LOCATION LOBBY OF 8715 FIRST AVENUE
 HOURS OCCURRING: 1755
 SUSPECTS: N/M 30, 5-10, 170 MEDIUM BUILD AUTO: NONE
SHORT HAIR, BLACK WARM UP SUIT M.O. EXPOSED SELF TO VICTIM, FLED SCENE

2. DEVELOPMENT OF TREND LARCENY - AUTO PARTS
 LOCATION EAST WEST HIGHWAY CORRIDOR (4 INCIDENTS)
 HOURS OCCURRING: 2:00-0800
 SUSPECTS NONE AUTO
M.O. FORCE UP TRUNK REMOVED PROPERTY

3. DEVELOPMENT OF TREND
 LOCATION
 HOURS OCCURRING:
 SUSPECTS AUTO:
 M.O.

4. DEVELOPMENT OF TREND
 LOCATION:
 HOURS OCCURRING:
 SUSPECTS AUTO
 M.O.

Specific Locations with Multiple Occurrences LARCENY
MARTIN CHEVROLET AND 1220 E. W. HIGHWAY. TYPE OF OFFENSE

Specific Location with Multiple Occurrences
 TYPE OF OFFENSE

The above selected incidents occurred during the period 1-4-78 to 1-11-78

OFFENSE PROFILE
BEAT 314

EVENT	0800 - 1600	1600 - 2400	0001 - 0800
0300	1		
0500 RESD.	1	2	1
0500 COMM.		1	2
0600	1	2	1
1400 SEX ASSAULT			1
0700			

1. DEVELOPMENT OF TREND: LARCENIES FROM AUTO
 LOCATION 9200 BLK. THREE OAKS DRIVE
 HOURS OCCURRING: 10PM - 0800 AM
 SUSPECTS: NONE AUTO: NONE
M.O. PUNCH TRUCK REMOVE PROPERTY

2. DEVELOPMENT OF TREND MOTORCYCLE LARCENIES
 LOCATION STOLEN FROM 55 BLK THAYER AVE AND SLIGO AVE ABANDONED M/C CAROLINE & FRANKLIN AVE
 HOURS OCCURRING: ALL HOURS
 SUSPECTS ARRESTED JAMES WARREN 8403 CEDER ST. AUTO
RUSTY PAYNE 9303 GLENVILLE M.O. STEAL M/C DUMP IN 314 BEAT
STOLEN AND RECOVERED MOTORCYCLES CAROLINE/FRANKLIN/INDIAN SPRING
AREA.

3. DEVELOPMENT OF TREND
 LOCATION
 HOURS OCCURRING:
 SUSPECTS AUTO:
 M.O.

4. DEVELOPMENT OF TREND
 LOCATION:
 HOURS OCCURRING:
 SUSPECTS AUTO
 M.O.

Specific Locations with Multiple Occurrences
 TYPE OF OFFENSE

Specific Location with Multiple Occurrences
 TYPE OF OFFENSE

The above selected incidents occurred during the period MAR 29 to APRIL 12

OFFENSE PROFILE
BEAT 317

EVENT	0800 - 1600	1600 - 2400	0001 - 0800
0300	0	0	0
0500 RESD.	3	5	1
0500 COMM.	0	0	1
0600 AUTO PARTS	0	1	13
XXXX SEX	0	0	0
0700	0	0	0

- DEVELOPMENT OF TREND: LARCENY - AUTO PARTS
LOCATION PARKING LOT IN AREA OF MT. PISGAH ROAD
HOURS OCCURRING: BETWEEN 2200 AND 0600 HRS.
SUSPECTS: NONE AUTO: UNKNOWN
M.O. PUNCHING TRUNK LOCKS AND REMOVING ITEMS FROM TRUNK, ALSO REMOVING HUBCAPS
- DEVELOPMENT OF TREND: BURGLARY - RESIDENTIAL
LOCATION AREA OF 800 & 900 BLOCKS NORTHWEST DRIVE.
HOURS OCCURRING: BETWEEN 1600 & 1900 HRS.
SUSPECTS #1 W/M, BROWN SHOULDER LENGTH HAIR, BLUE SLACKS UNKNOWN
#2 W/M, DARK SHOULDER LENGTH HAIR, GREEN PANTS M.O. REMOVING TV'S
- DEVELOPMENT OF TREND: BURGLARY - RESIDENTIAL
LOCATION 11215 & 11235 OAKLEAF DRIVE
HOURS OCCURRING: BETWEEN 0700 & 1600 HRS.
SUSPECTS NONE AUTO: UNKNOWN
M.O. SLIPLOCK, REMOVING CASH & JEWELRY
- DEVELOPMENT OF TREND
LOCATION: _____
HOURS OCCURRING: _____
SUSPECTS _____ AUTO _____
M.O. _____

Specific Locations with Multiple Occurrences _____
TYPE OF OFFENSE _____
Specific Location with Multiple Occurrences _____
TYPE OF OFFENSE _____

The above selected incidents occurred during the period 9-1-77 to 9-15-77

SECTION V
MANAGING CONTINUED INVESTIGATIONS

MANAGING CONTINUING INVESTIGATIONS: OVERVIEW

THE FORMAL CASE SCREENING SYSTEM HAS BECOME THE BASIS FOR MANAGING THE CONTINUED INVESTIGATIONS.

WITH THE SUSPENSION (IN SCREENING) OF THOSE EVENTS WITH LITTLE OR NO SOLVABILITY, THE INVESTIGATORS NOW CONCENTRATE THEIR EFFORTS ON THOSE EVENTS THAT CONTAIN MORE LEADS (HIGHER SOLVABILITY). THUS, WITH THE INVESTIGATIVE EFFORTS NOW APPLIED SOLELY TO THOSE EVENTS WITH A HIGHER PROBABILITY OF SUCCESSFUL CLOSURE, A DEFINITE INCREASE HAS OCCURRED IN THE AMOUNT OF ARRESTS AND IN EVENT CLEARANCES.

THE MORE EFFICIENT ALLOCATION OF INVESTIGATIVE TIME HAS REDUCED THE TIME LAPSE PER EVENT FROM DATE OF ASSIGNMENT THROUGH DATE OF RETURN. THIS TIME IS BEING MONITORED THROUGH M.C.I. EVALUATION ON A 0-10, 10-20, 20-30 AND OVER 30 DAYS CRITERIA.

APPLICATION OF SOLVABILITY TO THE CONTINUED INVESTIGATION

THE SOLVABILITY FACTORS ARE ALSO APPLIED TO THE CONTINUED INVESTIGATION THROUGH THEIR INCLUSION ON THE EVENT SUPPLEMENT REPORT. THE CONTINUOUS USE OF THE SOLVABILITY FACTORS SERVES AS A MONITORING DEVICE FOR THE CONTINUED INVESTIGATION, BOTH FOR THE CASE SCREENER AND THE PROGRAM EVALUATOR.

MANAGING CONTINUED INVESTIGATIONS

THE RETURN OF INVESTIGATORS TO THE SILVER SPRING DISTRICT UNDER THE M.C.I. CONCEPT HAS RE-ESTABLISHED AN OPERATIONAL ASSET THAT WAS LOST DURING THE FIVE YEARS OF CENTRALIZATION. M.C.I. INVESTIGATORS, UPON THE REQUEST OF THE PATROL OFFICERS, IMMEDIATELY RESPOND TO MANY EVENTS WHICH OCCUR. THIS ATMOSPHERE OF MUTUAL COOPERATION IS DUE TO SEVERAL FACTORS:

1. THE DEVELOPMENT OF PERSONAL RAPPORT BETWEEN PATROL OFFICERS AND INVESTIGATIVE PERSONNEL.
2. THE IMMEDIATE ACCESSIBILITY OF INVESTIGATIVE EXPERTISE DUE TO M.C.I. DECENTRALIZATION.
3. THE M.C.I. INVESTIGATORS ROLE ON THE SCENE OF ASSISTANCE AND GUIDANCE AS OPPOSED TO THE OLD IMAGE OF CASE TAKE-OVER AND COMMAND.

THE DIRECT RESULT OF THE AFOREMENTIONED IS A MORE PROFESSIONAL TOTAL INVESTIGATION DEVOID OF PAST PETTY JEALOUSIES, FROM THE INITIAL INVESTIGATION THROUGH THE CONTINUED INVESTIGATION TO CASE CONCLUSION.

ALL REPORTS AND ACCOMPANYING NOTES, ETC., WHICH ARE PREPARED BY THE INVESTIGATORS ARE MADE ACCESSIBLE TO THE INITIAL REPORTING OFFICER. THE OFFICER IS AFFORDED THE OPPORTUNITY TO REMAIN INVOLVED IN THE CASE AS PRIMARY INVESTIGATOR. THE PATROL OFFICER IN THE PRIMARY INVESTIGATOR ROLE IS ATTAINED VIA THREE METHODS:

1. OFFICER'S PERSONAL REQUEST TO RETAIN THE CASE FOR FOLLOW-UP INVESTIGATION.
2. DIRECT ORDER FROM HIS/HER PATROL TEAM LEADER.
3. ASSIGNMENT BY CASE SCREENER.

ADDITIONAL CASE INVOLVEMENT BY THE PATROL OFFICER IS ATTAINED WHEN

HIS/HER ASSISTANCE IS REQUESTED BY THE M.C.I. INVESTIGATOR IN FOLLOW-UP. IN THESE INSTANCES, THE PATROL OFFICER IS DESIGNATED AS SECONDARY INVESTIGATOR.

THE A FOREMENTIONED TYPES OF CASE ASSIGNMENTS ARE EXCLUSIVE OF THOSE EVENTS ASSIGNED TO THE SHIFT INVESTIGATOR.

FIVE MAIN DEPARTMENTAL GOALS ARE BEING ACCOMPLISHED WITHIN THE M.C.I. CONTINUED INVESTIGATION STRUCTURE:

1. TOTAL CASE ASSIGNMENT FOR FOLLOW-UP IS DONE MORE EFFECTIVELY.
2. THE QUALITY OF FOLLOW-UP INVESTIGATION AND CASE PREPARATION FOR PROSECUTION HAD IMPROVED.
3. DEFINITE PATROL OFFICER INVOLVEMENT IN FOLLOW-UP INVESTIGATION HAS BEEN ESTABLISHED.
4. CASE INVESTIGATION MONITORING HAS BEEN FORMALIZED AND INCORPORATED IN THE DECISION MAKING PROCESS IN REFERENCE THE CONTINUED INVESTIGATION.
5. EVALUATION RESULTS ARE NOW GLEENED FROM THE BASIS OF INVESTIGATIVE DETERMINATIONS.

II. CASE PROCESSING

ALL EVENT REPORTS, WHICH ARE GENERATED WITHIN THE SILVER SPRING DISTRICT, ARE REVIEWED AND LOGGED IN THE CENTRAL CASE SCREENER FILE. THOSE SILVER SPRING T.R.U. (TELEPHONE REPORTING UNIT) EVENTS THAT ARE GENERATED, APPLICABLE TO THE SILVER SPRING DISTRICT, ARE ALSO PROCESSED BY THE CASE SCREENER.

COMPLAINANT CARDS ARE INITIATED ON ALL PART 1 OFFENSES (UCR) INCLUSIVE OF LARCENY OVER \$500.00. COMPLAINANT CARDS ARE ALSO COMPLETED ON ALL EVENTS ASSIGNED FOR FOLLOW-UP INVESTIGATION, AS AN INTREGAL PART OF THE CASE TRACKING AND FILE SYSTEM.

THE M.C.I. DESIGNED TICKLER CARD IS INITIATED ON ALL PART 1 (UCR) EVENTS, INCLUSIVE OF LARCENY OVER \$500.00.

THE TICKLER CARD SYSTEM IS THREE-FOLD; THE CASE SCREENER INITIATES THE CARD UPON REVIEW OF THE EVENT REPORT. THE SCREENER RETAINS ONE COPY IN THE M.C.I. INVESTIGATOR'S FILE, AND PLACES A SECOND CARD IN THE TEAM LEADERSHIP INVESTIGATOR'S FILE ON ASSIGNED CASES. THE THIRD COPY IS ROUTED TO EVALUATION.

THE CASE SCREENER LOG AND THE COMPLAINANT CARD FILE, COUPLED WITH THE TICKLER SYSTEM, CREATE A TRIPLE CROSS-REFERENCE AND CASE TRACKING SYSTEM FOR SIMPLIFIED MANAGEMENT CONTROL OF THE CONTINUED INVESTIGATION AND EVALUATION.

SECTION V
ADDENDA



MCI CASE TRACKING CARD

VICTIM NAME	RD NUMBER	CLASS.
-------------	-----------	--------

Screening Decision	
Assign to Patrol Follow-Up	<input type="checkbox"/> Date Assigned _____
Assign to MCI Follow-Up	<input type="checkbox"/> Date Assigned _____
Suspended in Screening	<input type="checkbox"/> Date Suspended _____
Suspended After Assigned	<input type="checkbox"/> Date Suspended _____
Re-entered After Suspension	<input type="checkbox"/> Date Re-entered _____
	<input type="checkbox"/> Date Returned _____

Solvability Factors	Officer Assigned:
(1) N P F G E (6) N P F G E	(1) _____
(2) N P F G E (7) N P F G E	(2) _____
(3) N P F G E (8) N P F G E	Initial Numerical
(4) N P F G E (9) N P F G E	Rating: _____
(5) N P F G E (10) N P F G E	Case Screener Numerical
	Rating: _____

Status:	Closed By:
Open <input type="checkbox"/>	Patrol <input type="checkbox"/>
Arrest <input type="checkbox"/>	Investigations <input type="checkbox"/>
Exception <input type="checkbox"/>	Combined <input type="checkbox"/>
Unfounded <input type="checkbox"/>	<input type="checkbox"/> Multiple Clearance

PRESS FIRMLY
YOU ARE MAKING 3 COPIES

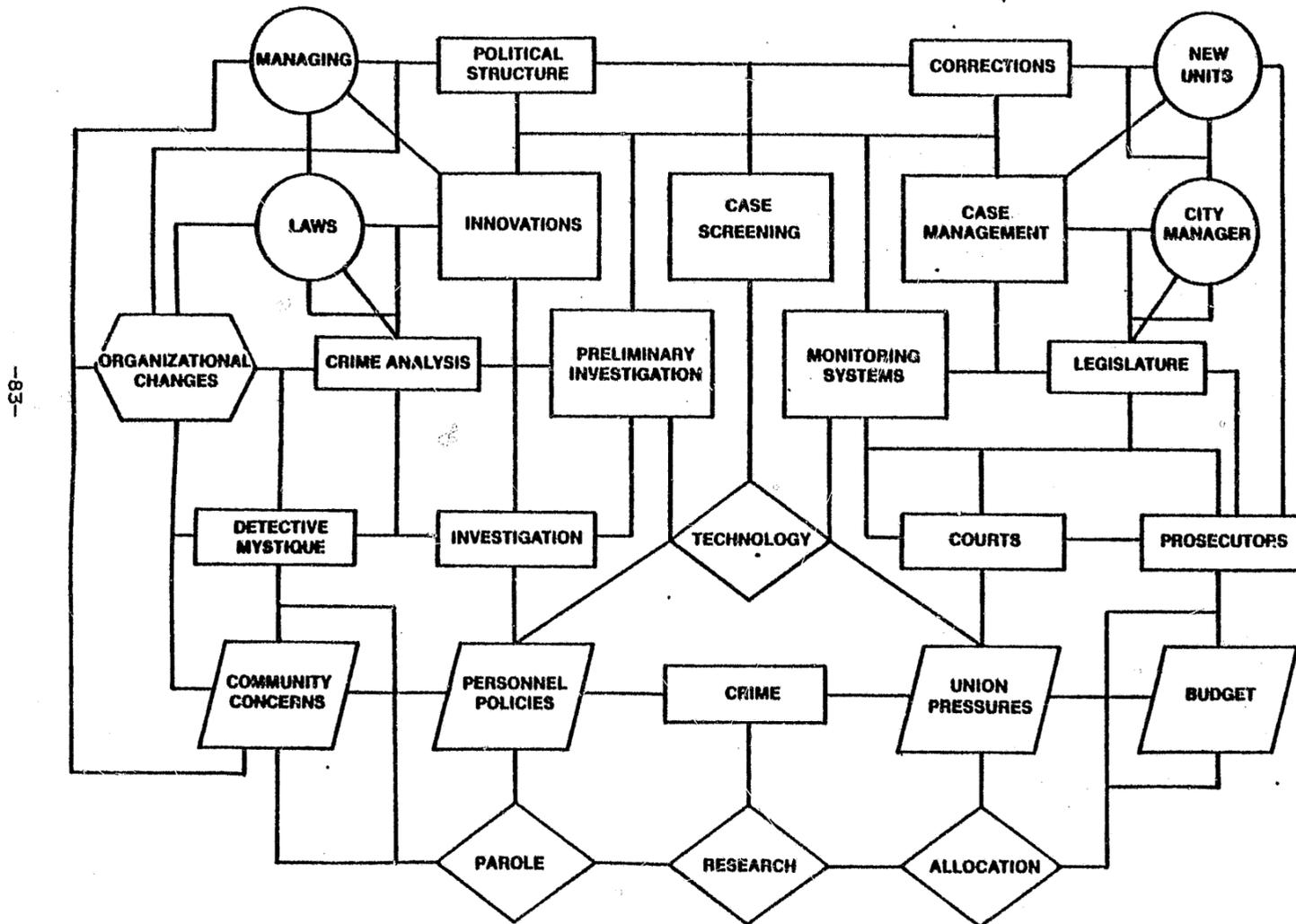
M.G.P. FORM NO. 578

MCI COPY

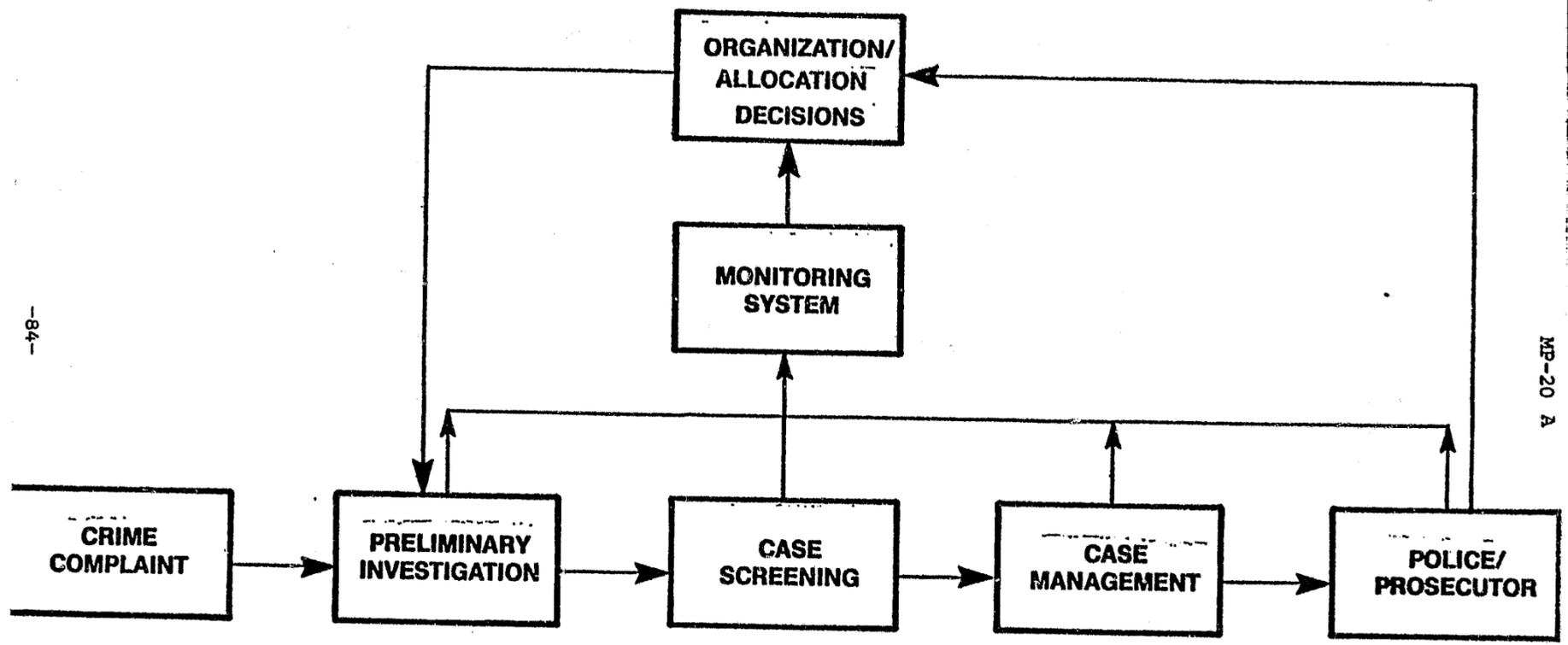
-18-



CRIMINAL INVESTIGATIONS UNIVERSE = CONFUSION



SYSTEMS APPROACH TO MCI-CONTINUING
PROCESS



-84-

MB-20 A

SECTION VI
POLICE-PROSECUTOR RELATIONS

POLICE/PROSECUTOR RELATIONS

AT THE INCEPTION OF THE MANAGING CRIMINAL INVESTIGATION'S PROGRAM, THIS DEPARTMENT RECOGNIZED THAT FORMAL COMMUNICATION CHANNELS WITH THE STATE'S ATTORNEY'S OFFICE FOR MONTGOMERY COUNTY WERE LESS THAN OPTIMAL. ALTHOUGH MANY INDIVIDUAL INVESTIGATORS HAD, OVER THE YEARS, FOSTERED A CLOSER WORKING RELATIONSHIP WITH THE STATE'S ATTORNEY OFFICE, THE DEPARTMENT HAD NO ASSURANCE THAT IT WOULD BE APPRISED OF INVALID OR QUESTIONABLE INVESTIGATIVE TECHNIQUES RESULTING IN DISMISSED OR NOLLE PROSSED CASES. MOREOVER, THE DEPARTMENT HAD NO MEANS OF TRACKING CASES FORWARDED TO THE STATE'S ATTORNEY'S OFFICE SO AS TO EFFECTIVELY MONITOR THE STATUS OF CASES. CONSEQUENTLY, CHARGES WERE OFTEN BARGAINED AWAY OR REDUCED WITH LITTLE OR NO POLICE AWARENESS.

THIS PROBLEM WAS MORE DRAMATIC AT THE DISTRICT COURT LEVEL THAN AT CIRCUIT COURT.* PATROL OFFICERS AND INVESTIGATORS ALIKE WERE OFTEN INFORMED WITH VERY LITTLE NOTICE THAT A CASE WAS TO BE TRIED AND FREQUENTLY WOULD DISCUSS THE ELEMENTS OF THE CASE WITH THE PROSECUTOR FOR THE FIRST TIME ENROUTE TO THE COURTROOM. THIS SITUATION OFTEN LED TO STRAINED RELATIONS BETWEEN THE POLICE AND THE PROSECUTOR. PATROL OFFICERS, IN PARTICULAR, TENDED TO DEVELOP A CYNICAL ATTITUDE ABOUT THE COMPETENCE OF MEMBERS OF THE STATE'S ATTORNEY'S STAFF. THIS PERCEPTION UNFORTUNATELY WAS PERPETUATED THROUGH PERSONAL EXPERIENCES.

THE LACK OF FORMAL COMMUNICATION WAS ALSO EVIDENT IN CASE PREPARATION AND PROCESSING. THE POLICE INVESTIGATOR HAS BEEN FAMILIAR WITH THE NECESSARY STEPS REQUIRED IN PREPARING A CASE FOR PROSECUTORIAL REVIEW (E.G., EVIDENCE

* IN MONTGOMERY COUNTY, MISDEMEANORS ARE TRIED AT THE DISTRICT COURT LEVEL; FELONIES ARE TRIED IN CIRCUIT COURT.

GATHERING AND EVALUATION, OBTAINING WARRANTS WHEN REQUIRED, TAKING STATEMENTS). HE OR SHE HAS NOT, HOWEVER, BEEN TOTALLY AWARE OF THE PROSECUTOR'S DECISION MAKING CRITERIA IN DETERMINING WHETHER TO CHARGE AND WHICH CHARGES TO FILE AND, MORE IMPORTANTLY, HAS NOT BEEN FAMILIAR WITH THE EVIDENTIARY REQUIREMENTS THE PROSECUTOR USES IN PRESENTING THE CASE AND PROVING SAME BEYOND A REASONABLE DOUBT THAT THE CRIME DID, IN FACT, TAKE PLACE AND THAT THE DEFENDANT COMMITTED IT. THE PROSECUTOR, THROUGH HIS OR HER LEGAL TRAINING AND EXPERIENCE GAINED IN COURT, IS IN THE BEST POSITION TO MAKE SUCH A DECISION.

BECAUSE THE POLICE AND THE PROSECUTOR'S DEFINITIONS OF WHAT IS AND WHAT IS NOT A 'GOOD CASE' DOES NOT ALWAYS COINCIDE, A SIGNIFICANT PERCENTAGE OF CASES HAVE BEEN LOST OVER THE YEARS. FURTHERMORE, THE LACK OF FORMALIZED FEEDBACK INDICATING WHY THESE CASES WERE LOST EXACERBATED THE PROBLEM OF INADQUATE POLICE-PROSECUTOR WORKING RELATIONSHIPS ON SUBSEQUENT CASES.

RESOLVING TRADITIONAL POLICE/PROSECUTOR COMMUNICATION PROBLEMS

WITHIN THE MANAGING CRIMINAL INVESTIGATIONS SYSTEM, THE DEPARTMENT CONVENED A TASK FORCE ON POLICE-STATE'S ATTORNEY'S LIAISON, TO ADDRESS EXISTING POLICE-PROSECUTOR COORDINATION PROBLEMS AND SUGGEST STRATEGIES FOR CHANGE. THIS TASK FORCE, CONSISTING OF MEMBERS OF THE DEPARTMENT'S INVESTIGATIVE UNIT, AS WELL AS STAFF FROM THE STATE'S ATTORNEY'S OFFICE, MET ON SEVERAL OCCASIONS AND RECOMMENDED SEVERAL TECHNIQUES FOR IMPROVING FEEDBACK AND OBTAINING MORE FAVORABLE CASE OUTCOMES. THE TASK FORCE ACCURATELY IDENTIFIED THAT THE FIRST MAJOR STEP WAS A COMMITMENT TO CHANGE AND TO WORK JOINTLY TOWARD A COMMON GOAL OF IMPROVED COORDINATION, THUS LEADING TO A GREATER NUMBER OF PROSECUTIONS AND CONVICTIONS. IT WAS

CONCLUDED THAT THIS COMMITMENT DID EXIST AND SHOULD BE CONTINUALLY FOSTERED THROUGH MONTHLY EXECUTIVE MEETINGS. THESE MEETINGS HAVE OCCURRED AND PROVED QUITE BENEFICIAL.

THE TASK FORCE RECOMMENDED THE FOLLOWING OPERATIONAL STRATEGIES FOR THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM:

- DESIGN A FORMAL METHOD FOR RECORDING AND TRANSMITTING TO THE POLICE DEPARTMENT PROSECUTION SCREENING DECISIONS AND DISPOSITION DATA.
- ESTABLISH A SYSTEM FOR CONDUCTING POST ARREST CONFERENCES BETWEEN INVESTIGATORS AND MEMBERS OF THE STATE'S ATTORNEY'S OFFICE FOR PURPOSES OF REVIEWING EVIDENCE AND OTHER CASE ELEMENTS.
- DEVELOP AN INVESTIGATIVE CHECKLIST TO BE USED BY BOTH PATROL OFFICERS AND INVESTIGATORS TO ENSURE INCLUSION OF ALL ELEMENTS NECESSARY FOR SUCCESSFUL PROSECUTION.
- ESTABLISH A SYSTEM OF FORMALIZED TRAINING IN ELEMENTS OF PROSECUTORIAL CASE REVIEW TO FOSTER IMPROVED WORKING RELATIONSHIPS.

EACH OF THESE IS DISCUSSED MORE FULLY IN THE FOLLOWING:
CASE FEEDBACK FORM

A ONE PAGE CASE FEEDBACK FORM WAS MUTUALLY DESIGNED BY STAFF OF THE POLICE DEPARTMENT AND THE STATE'S ATTORNEY'S OFFICE. THE PURPOSE OF THIS FORM IS TO APPRISE POLICE INVESTIGATORS OF THE CASE STATUS AT THE CONCLUSION OF PROSECUTORIAL REVIEW, REASONS FOR EITHER A REDUCED CHARGE, REJECTION OF THE CASE (FURTHER INVESTIGATION REQUIRED), OR DISMISSAL. THE FORM ALSO PROVIDES MEANINGFUL MANAGEMENT INFORMATION ON THE DATE THE

CASE WAS RECEIVED BY THE STATE'S ATTORNEY, THE COURT REFERENCE NUMBER AND ASSIGNED PROSECUTOR, AND THE INVESTIGATING OFFICER OR OFFICERS. FURTHER, THE FORM WAS DESIGNED TO SUPPLY DISPOSITIONAL DATA, OBTAINED FROM EITHER A PLEA OR A TRIAL.

THE FORM IS INCLUDED AS ADDENDUM I TO THE POLICE-PROSECUTOR RELATIONS SECTION.

SEVERAL PRACTICAL PROBLEMS IMPEDING MAXIMUM USE OF THE FORM HAVE SURFACED SINCE ITS ADOPTION. FIRST, THE INCLUSION OF SCREENING DATA AND DISPOSITION DATA ON THE SAME FORM CREATED AN OPERATIONAL PROBLEM SINCE THE POLICE REQUIRED THE RETURN OF THE SCREENING DATA PRIOR TO FINAL CASE DISPOSITION. THIS PROBLEM IS TO BE RESOLVED, HOWEVER, BY PRINTING A NEW PERFORATED FORM - THE PERFORATION TO BE SITUATED JUST ABOVE THE DISPOSITION DATA. THE DEPARTMENT'S STATE'S ATTORNEY'S LIASON OFFICER WILL THEN BE EXPECTED TO RETAIN A TICKLER FILE AND DOCUMENT ALL DISPOSITIONS AS THEY ARE RECEIVED.

A MORE SERIOUS PROBLEM, HOWEVER, IS THE LACK OF AND RELUCTANCE TO DOCUMENT INFORMATION ON PROSECUTORIAL SCREENING. SOME MEMBERS OF THE STATE'S ATTORNEY'S STAFF APPARENTLY PERCEIVE THIS AS SOMEWHAT OF AN UNNECESSARY PAPERWORK BURDEN.

ADDITIONALLY, SELECTED PROSECUTORS HAVE BEEN LEERY OF HOW THESE DATA ARE TO BE USED BY THE DEPARTMENT. IT HAS BEEN ALLEGED THAT INFORMATION ON POOR INVESTIGATIVE PRACTICES WOULD BE USED AS A DISCIPLINARY TOOL, THEREBY JEOPARDIZING FAVORABLE PROSECUTOR-INVESTIGATOR RELATIONS. A PROPOSAL TO REMEDY THIS PROBLEM WAS RECENTLY PRESENTED TO THE STATE'S ATTORNEY. IT WAS SUGGESTED THAT THE FEEDBACK FORM BE FORWARDED TO THE RESEARCH AND PLANNING DIVISION WHERE AGGREGATE STATISTICS COULD BE

EXTRACTED. THE FORM WOULD THEN BE TRANSMITTED TO THE INVESTIGATING OFFICER, THEREBY CIRCUMVENTING THE CHAIN OF COMMAND. AT THE POINT WHERE IT WAS NOTED THAT CONTINUAL PROBLEMS SURFACED WITH THE SAME OFFICERS, THE APPROPRIATE MANAGER WOULD BE NOTIFIED SO THAT CORRECTIVE ACTION COULD BE TAKEN.

POST ARREST CONFERENCE

THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM INITIATED A NEW PROCEDURE WHEREBY ALL OFFICERS PARTICIPATING IN A FELONY ARREST ARE REQUIRED TO MEET WITH A CASE SCREENING PROSECUTOR AT THE STATE'S ATTORNEY'S OFFICE WITHIN SEVEN TO SEVENTEEN DAYS FOLLOWING ARREST. THE STANDARD OPERATING PROCEDURE FOR THIS CONFERENCE IS INCLUDED AS ADDENDUM II. THE PURPOSE OF THIS CONFERENCE IS TO REVIEW ALL ELEMENTS OF THE INVESTIGATION. SUCH REVIEW IS INTENDED TO SERVE AS A MORE FORMAL CHECK ON THE QUALITY OF THE INVESTIGATION. THROUGH SUCH FACE TO FACE CONTACT, IT IS HOPED THAT CASES WILL BE PROCESSED MORE EFFICIENTLY AS SEVERAL POTENTIAL MISUNDERSTANDINGS RESULTING FROM POORLY WRITTEN REPORTS OR THE PROSECUTOR'S UNFAMILIARITY WITH INVESTIGATIVE PROCEDURES WILL BE MINIMIZED.

THE STATE'S ATTORNEY HAS ASSIGNED ONE MEMBER OF HIS STAFF TO THE SCREENING OR OFFICE REVIEW POSITION TO ASSIST WITH THIS PROJECT. THE OFFICE SCREENER, EITHER ONE OF THREE OF THE MOST SENIOR PROSECUTORS, IS AVAILABLE FROM 8:00AM TO 6:00PM, MONDAY - FRIDAY. OFFICERS ARE REQUIRED TO CALL FOR AN APPOINTMENT PRIOR TO TRAVELLING TO THE STATE'S ATTORNEY'S OFFICE.

THIS PROGRAM HAS BEEN SOMEWHAT SUCCESSFUL TO DATE. THE DEPARTMENT HAS EXPERIENCED SOME DIFFICULTY IN ENSURING THAT ALL OFFICERS CARRY OUT THEIR RESPONSIBILITY OF CONTACTING THE PROSECUTION SCREENER. SIMILARLY, THE

STATE'S ATTORNEY'S OFFICE HAS EXPERIENCED SOME DIFFICULTY IN STAFFING THE OFFICE DURING THE HOURS PLANNED. THIS IS CREATED BY SCHEDULING CONFLICTS WITH TRIAL DATES.

AFTER OPERATING THE PROGRAM FOR APPROXIMATELY THREE MONTHS, THE DEPARTMENT AND STATE'S ATTORNEY AGREED THAT AN ACTUAL VISIT WAS NOT REQUIRED IN ALL INSTANCES. OFFICERS, HOWEVER, ARE STILL REQUIRED TO CONTACT THE SCREENING ASSISTANT VIA TELEPHONE TO DISCUSS THE CASE AND DETERMINE IF A PHYSICAL VISIT IS REQUIRED.

INVESTIGATIVE CHECKLIST

TO OBTAIN IMPROVED QUALITY IN INVESTIGATIONS, THE DEPARTMENT, WITH THE ASSISTANCE OF STAFF MEMBERS OF THE STATE'S ATTORNEY'S OFFICE, PREPARED AN INVESTIGATIVE CHECKLIST TO BE USED BY ALL OFFICERS IN THE COURSE OF THEIR INVESTIGATION. THIS FORM WAS ADAPTED FROM THE LIST OF 39 QUESTIONS DEvised BY THE RANK INSTITUTE IN ITS STUDY OF CRIMINAL INVESTIGATIONS. THIS CHECKLIST WAS PRESENTED IN THE CASE SCREENING SECTION, AND CONTAINS A SET OF BRIEF QUESTIONS, ALL OF WHICH CAN BE ANSWERED EITHER 'YES' OR 'NO', OR WHICH A SHORT DESCRIPTION, DEEMED USEFUL TO THE PROSECUTION SCREENER IN DETERMINING THE MERITS OF A CASE. THE FORM WAS DESIGNED IN THIS FORMAT TO SERVE AS A QUICK REFERENCE FOR THE OFFICER AND THE PROSECUTOR.

THE DEPARTMENT HAS NOT REALIZED MAXIMUM BENEFIT FROM THE CHECKLIST. THIS IS LARGELY DUE TO COMMUNICATION PROBLEMS AT THE FIRST LEVEL OF SUPERVISION. MANY OFFICERS HAVE INDICATED THAT THEY ARE NOT FULLY AWARE OF THE CHECKLIST'S APPLICABILITY, ALTHOUGH THEY HAVE ALL BEEN BRIEFED ON ITS USE AND RECEIVED COPIES. THIS PROBLEM, LIKELY TO OCCUR WITH ANY CHANGE OF THIS TYPE, IS CONTINUALLY BEING REVIEWED BY MANAGEMENT.

THE STATE'S ATTORNEY HAS EXPRESSED AN INTEREST IN EVENTUALLY MODIFYING THE FORM TO MORE DIRECTLY ADDRESS SPECIFIC CRIMES. THIS CHANGE MAY BE IMPLEMENTED AT A LATER DATE.

FORMALIZED TRAINING

DURING THE INITIAL IN-SERVICE TRAINING FOR ALL SILVER SPRING PERSONNEL IN MAY-JUNE, 1977, MEMBERS OF THE STATE'S ATTORNEY'S STAFF BRIEFED OFFICERS ON PROSECUTION SCREENING PROCEDURES AND EVIDENTIARY REQUIREMENTS. THIS TRAINING, REINFORCED BY THE INVESTIGATIVE CHECKLIST AND THE CASE CONFERENCE, STRESSED THE IMPORTANCE OF MEETING PARTICULAR PROSECUTION NEEDS DURING AN INVESTIGATION.

IN ADDITION TO THIS TRAINING, THE DEPARTMENT IS CURRENTLY CONDUCTING SPECIAL IN-SERVICE TRAINING FOR ALL OFFICERS. AS PART OF THIS PROGRAM, THE ASSISTANT STATE'S ATTORNEY DISCUSSES RECENT CHANGES IN THE PROSECUTION PROCESS AND FIELDS QUESTIONS CONCERNING PROBLEMS EXPERIENCED IN WORKING WITH MEMBERS OF THE STATE'S ATTORNEY'S STAFF. THIS TRAINING HAS BEEN INSTRUMENTAL IN RESOLVING SEVERAL MISUNDERSTANDINGS

SECTION VI

ADDENDA

POLICE-STATE'S ATTORNEYS CASE FEEDBACK FORM

RD# _____

DC# _____

CC# _____

DEFENDANT'S NAME _____

CHARGE: _____ DATE RECEIVED BY S/A _____

SUBMITTING OFFICER: _____

A. POST ARREST CONFERENCE

_____ Yes Post Arrest Conference Conducted
_____ No

_____/_____/_____ Date of Conference
Mo. Day Year

_____ Name of Assistant State's Attorney Conducting Conference

B. CASE STATUS

_____ Accepted for Prosecution
_____ Accepted for Prosecution but Charge Reduced to _____
_____ Rejected for Prosecution (nol-prossed)
_____ Rejected for Prosecution - Needs Further Investigation
_____ Dismissed by the Court
_____ Stet Docket
_____ Indicted to Circuit Court

C. REASON FOR REDUCED CHARGE/REJECTION FOR PROSECUTION/MISMISSAL

_____ Improper Search and Seizure
_____ Violation of Suspect's Rights (Miranda)
_____ Improper Lineups & Showings
_____ Element of the Offense Missing or not Shown by the Police Investigation
_____ Case Does not Merit Prosecution (at any given time)
_____ Low Priority at This Time
_____ Unavailable or Unwilling Witness or Complainant
_____ Other, Please Specify _____

D. Disposition Date ____/____/____ and Court Disposition if not Dismissed:

_____ Guilty Verdict _____ Guilty Plea _____ Nolo Contendre
_____ PWV _____ Not Guilty _____ Nolle Prosequi
_____ Guilty of Other Than Original Charge

COMMENTS: _____

SECTION VII
MONITORING/EVALUATION SYSTEM

THE MONITORING/EVALUATION SYSTEM

IN RECENT YEARS, NUMEROUS QUESTIONS HAVE BEEN RAISED BY ADMINISTRATORS, POLITICIANS, AND RESEARCHERS CONCERNING THE EFFECTIVENESS OF THE INVESTIGATIVE PROCESS. ONE CONCLUSION REACHED THROUGH SUCH INQUIRIES IS THAT POLICE AGENCIES GENERALLY HAVE LITTLE, IF ANY, MANAGEMENT INFORMATION TO ACCURATELY ASSESS INVESTIGATIVE ACTIVITY AND OUTCOMES. THIS INFORMATION VOID HAS SPURRED A RUNNING COMMENTARY ABOUT THE "DETECTIVE MYSTIQUE." TRULY, THE INVESTIGATIVE PROCESS HAS BEEN SUBJECTED TO LESS CRITICAL ANALYSIS THAN ANY OTHER LAW ENFORCEMENT FUNCTION.

THE MONITORING SYSTEM

A MONITORING SYSTEM IS A TOOL WHICH CAN PROVIDE MEANINGFUL INFORMATION CONCERNING INVESTIGATIVE PROCEDURES AND PRODUCTIVITY. IT IS ESSENTIALLY A MANAGEMENT INFORMATION SYSTEM WHICH YIELDS TIMELY AND PERTINENT DATA TO ASSESS THE KEY COMPONENTS OF THE INVESTIGATIVE SYSTEM. THROUGH REGULAR MEASURES OF INVESTIGATIVE UNIT PERFORMANCE, MANAGERS WILL HAVE THE MEANS TO DETERMINE TO WHAT DEGREE OPERATIONAL GOALS AND OBJECTIVES ARE BEING ACCOMPLISHED.

THE MONITORING SYSTEM COMBINES BOTH QUANTITATIVE AND QUALITATIVE MEASURES TO DERIVE A MEANINGFUL PERFORMANCE ASSESSMENT. SEVERAL CONCLUSIONS MAY BE DRAWN FROM MONITORING AN INVESTIGATIVE UNIT'S ARREST RATES AND CLEARANCE RATES. SUCH QUANTITATIVE MEASURES INDICATE SIGNIFICANT INFORMATION CONCERNING INVESTIGATIVE PERFORMANCE. THEY DO NOT, HOWEVER, PROVIDE A TOTAL PICTURE OF INVESTIGATIVE UNIT PRODUCTIVITY. THESE DATA MUST BE COUPLED WITH QUALITATIVE INFORMATION DEPICTING THE PERCENTAGE OF PROSECUTIONS AND CONVICTIONS OBTAINED AS A RESULT OF CASE CLEARANCES TO CLEARLY ASSESS THE IMPACT OF INVESTIGATIVE

PERFORMANCE. THEY MUST ALSO BE COMBINED WITH INDIVIDUAL PERFORMANCE DATA, CONCERNING THE AMOUNT OF RESOURCES (BOTH MANPOWER AND MATERIAL) EXPENDED IN ATTAINING CASE CLEARANCES. THERE IS A SIGNIFICANT DIFFERENCE TO THE ORGANIZATION IN AN EQUIVALENT NUMBER OF CLEARANCES BY ARREST ATTAINED, FOR EXAMPLE, BY TWO SEPARATE UNITS - ONE COMPRISED OF FIFTEEN INVESTIGATORS AND THE OTHER CONSISTING OF FIVE OFFICERS.

THE MONITORING SYSTEM, THEREFORE, MUST INCLUDE THREE DISTINCT ELEMENTS: PROCEDURAL, OUTCOME AND IMPACT MEASURES. PROCEDURAL DATA, LIKELY TO BE MORE QUALITATIVE THAN QUANTITATIVE IN NATURE, YIELDS INFORMATION REGARDING THE INPUTS REQUIRED TO ACHIEVE A SPECIFIC RESULT. THESE DATA SHOULD PROVIDE INDICATORS, FOR EXAMPLE, OF WHAT INVESTIGATORS ARE DOING WITH THEIR TIME, THE LENGTH OF TIME REQUIRED TO CLEAR CASES, RELATIONSHIPS BETWEEN INVESTIGATORS AND PATROL OFFICERS, AND DATA REGARDING THE TYPES OF CASES ASSIGNED TO INVESTIGATORS.

OUTCOME MEASURES CONSIST LARGELY OF QUANTITATIVE INFORMATION DESCRIBING THE DIRECT RESULTS OF THE COMMITMENT OF INVESTIGATIVE RESOURCES, E.G., ARRESTS AND CLEARANCES. IT MAY ALSO BE DESIRABLE TO MONITOR OTHER RESULTS OF INVESTIGATIVE PERFORMANCE, SUCH AS THE AMOUNT OF STOLEN PROPERTY RECOVERED AND RETURNED TO ITS RIGHTFUL OWNER.

IMPACT MEASURES PROVIDE INFORMATION ON THE QUALITY OF INVESTIGATIVE OUTCOMES. THESE DATA, WHICH MAY BE BOTH QUANTITATIVE AND QUALITATIVE, INDICATE TO WHAT EXTENT POLICE ARRESTS AFFECT CRIME (I.E., HOW MANY CRIMINALS ARE REMOVED FROM SOCIETY), AS WELL AS THE IMPACT OF INVESTIGATIVE ACTIVITY ON PUBLIC PERCEPTIONS OF THE POLICE. SUCH DATA MAY INDICATE, FOR EXAMPLE, THE PUBLIC'S REACTION TO A CRIME BEING CLEARED OR STOLEN PROPERTY RETURNED. WITHOUT SUCH INFORMATION, POLICE ADMINISTRATORS HAVE RELATIVELY LITTLE MEANS OF ASCERTAINING THE TRUE EFFECTIVENESS OF THE INVESTIGATIVE UNIT.

A MONITORING SYSTEM IS ALSO VALUABLE IN DETERMINING THE EXTENT TO WHICH OPERATIONAL CHANGES AFFECT UNIT PERFORMANCE. REGULAR ASSESSMENTS OF INVESTIGATIVE OUTCOMES (E.G., MONTHLY OR QUARTERLY ANALYSES OF ARREST RATES) CAN BE CLOSELY EXAMINED TO DETECT CHANGES PRODUCED BY NEW OPERATIONAL PROCEDURES, SUCH AS REDUCTIONS IN INVESTIGATIVE CASELOADS OR THE USE OF A NEW FINGERPRINT MATCHING SYSTEM.

MONITORING REPORTS MAY BE USED BY SEVERAL ACTORS WITHIN THE INVESTIGATIVE SYSTEM. THE POLICE ADMINISTRATOR MAY RELY ON MONITORING REPORTS TO MAKE DECISIONS ON PERSONNEL ALLOCATIONS WITHIN THE INVESTIGATIONS AS OPPOSED TO THE PATROL DIVISION. THE CHIEF OF DETECTIVES MAY USE THE SYSTEM AS AN AID IN DETERMINING WHICH CRIMES REQUIRE PRIORITY ATTENTION IN CASE ASSIGNMENTS. THE PATROL COMMANDER ALSO COULD USE THE MONITORING SYSTEM TO ASSESS THE THOROUGHNESS OF PRELIMINARY INVESTIGATIONS OR TO ASCERTAIN WHICH CRIMES COULD BE SUCCESSFULLY FOLLOWED UP BY PATROL OFFICERS, THEREBY FREEING INVESTIGATIVE TIME FOR OTHER TYPES OF CASES. FINALLY, INDIVIDUAL DETECTIVES MAY USE THE MONITORING SYSTEM TO DETERMINE THE EXACT STATUS OF THEIR ASSIGNED CASES ONCE THEY LEAVE THE INVESTIGATIVE UNIT AND PROCEED TO COURT. THE INVESTIGATOR MAY ALSO USE THE SYSTEM AS A CHECK ON HIS OR HER OWN PERFORMANCE BY COMPARING INDIVIDUAL OUTCOMES TO IMPACT (E.G., WHAT PROPORTION OF THE INVESTIGATOR'S ARRESTS RESULT IN CONVICTIONS).

THE EVALUATION SYSTEM

EVALUATION, LIKE MONITORING, ENTAILS BOTH QUANTITATIVE AND QUALITATIVE MEASURES OF INVESTIGATIVE UNIT PERFORMANCE. IT DIFFERS FROM MONITORING, HOWEVER, IN THAT IT ATTEMPTS TO ESTABLISH A MORE DIRECT LINK BETWEEN ACTIVITIES AND OUTCOMES.

RATHER THAN SIMPLY REPORTING THE NUMBERS OF ARRESTS, FOR EXAMPLE, AN EVALUATION SYSTEM SEEKS TO FIND REASONS FOR CHANGES IN OUTCOME MEASURES.

ONE QUESTION THAT IS OFTEN RAISED IN EVALUATION PROGRAMS IS " DID THE SPECIFIC INTERVENTION (OR ACTIVITY) HAVE A DIRECT BEARING ON THE OUTCOME PRODUCED?" THIS QUESTION MAY BE ANSWERED BY APPLYING SPECIAL STATISTICAL ANALYSIS TO DEFINITELY MEASURE THE RELATIONSHIP BETWEEN PROCEDURES AND OUTCOMES, OR MAY BE ANSWERED THROUGH LESS SOPHISTICATED MEANS OR INTUITIVE DEDUCTIONS. AN EXAMPLE OF THE LATTER COULD BE A CONSIDERABLE CHANGE IN THE NUMBERS OF ARRESTS FOR ROBBERY IN ONE SPECIFIC POLICE REPORTING AREA, ACCOMPANIED BY THE ASSIGNMENT OF A SPECIAL TACTICAL UNIT TO THAT AREA. ONE MAY RIGHTLY DEDUCE THAT THERE IS A LINK BETWEEN THE ACTIVITY AND THE OUTCOME: MORE SOPHISTICATED EVALUATIONS, ON THE OTHER HAND, WOULD TAKE INTO CONSIDERATION OTHER VARIABLES SUCH AS WEATHER CONDITIONS, THE NUMBERS OF MULTIPLE ARRESTS AND THE DEGREE TO WHICH THE TACTICAL SQUAD PARTICIPATED IN THOSE CASES RESULTING IN ARRESTS. EACH FORM OF ANALYSIS HAS ITS OWN UTILITY IN EVALUATING THE INVESTIGATIVE PROCESS.

ANOTHER BASIC INGREDIENT IN THE EVALUATION SYSTEM IS A COMPARISON MEASURE. WHEREAS A MONITORING REPORT MAY INCLUDE ONLY DESCRIPTIVE DATA ABOUT A PARTICULAR INVESTIGATIVE PROCEDURE, THE EVALUATION MUST COMPARE THESE DATA TO OTHER COMPARABLE DATA, EITHER DERIVED FROM THE SAME AREA AT A DIFFERENT POINT IN TIME OR FROM A DIRECTLY COMPARABLE AREA. THIS COMPARISON FACILITATES CONCLUSIONS CONCERNING THE VALUE OF THE SPECIFIC PROCEDURE. THIS IS THE PRIMARY FUNCTION OF EVALUATION SYSTEMS - TO DEPICT THE DEGREE TO WHICH CERTAIN PROGRAMS OR PROCEDURES ARE SUCCESSFUL BASED ON AN ANALYSIS OF SOME COMPARABLE DATE SET.

EVALUATION ALSO NECESSITATES A SPECIFIC STATEMENT OF GOALS AND/OR OBJECTIVES TO BE MEASURED. POLICE AGENCIES OFTEN ARE NOT ACCUSTOMED TO DEFINING GOALS AND OBJECTIVES, SPECIFICALLY IN MEASURABLE TERMS. THIS IS DUE IN PART TO THE TRADITIONAL LACK OF ACCOUNTABILITY IN POLICE AGENCIES. LAW ENFORCEMENT WAS EXPECTED TO PROVIDE A SERVICE AND UNLESS

SERIOUS COMPLAINTS WERE RECEIVED ABOUT THE LEVELS OF SERVICES PROVIDED, IT WAS ASSUMED THAT ALL WAS PROCEEDING SMOOTHLY. THIS ERA, HOWEVER, IS COMING TO AN END. POLICE MANAGERS ARE NOW BEING REQUIRED TO STATE EXPLICITLY THEIR GOALS AND OBJECTIVES FOR A SPECIFIC TIME PERIOD. INCREASINGLY, THESE GOALS ARE BEING EXPRESSED IN MEASURABLE TERMS.

DATA MUST THEN BE COLLECTED, WHICH WILL INDICATE TO WHAT EXTENT SPECIFIED GOALS AND OBJECTIVES ARE ATTAINED. THIS FINAL QUESTION IN THE EVALUATION PROCESS CAN ONLY BE ANSWERED THROUGH THE ESTABLISHMENT OF SOME EVALUATIVE CRITERIA, THUS SETTING GUIDELINES OR PARAMETERS FOR DETERMINING WHAT IS AND IS NOT SUCCESSFUL. TO ILLUSTRATE, IF A PATROL INVESTIGATIVE PROGRAM WAS DESIGNED WITH THE OBJECTIVE OF IMPROVING THE QUALITY OF PRELIMINARY INVESTIGATIONS, THE FIRST STEP WOULD BE TO DERIVE MEASURES OF QUALITY (I.G., NUMBERS OF WITNESSES DEVELOPED, NUMBERS OF SUSPECTS IDENTIFIED). THE SECOND STEP IS TO ARTICULATE WHAT DEGREE OF IMPROVEMENT OVER PAST PERFORMANCE WILL SIGNIFY A SUCCESS IN THE MINDS OF THE ADMINISTRATOR. FOR EXAMPLE, THE ADMINISTRATOR MAY WISH TO INCREASE WITNESS IDENTIFICATION BY 10% AND SUSPECT IDENTIFICATION BY 25% OVER THE PREVIOUS MONTH. THESE BECOME THE ADMINISTRATOR'S CRITERIA FOR MEASURING SUCCESS.

EVALUATION, THEREFORE, IS NOT A PROCESS WHICH CAN OCCUR SOLELY WITH THE PROGRAM'S TERMINATION. INSTEAD IT IS A DYNAMIC PROCESS WHICH BEGINS AT THE PROGRAM'S INCEPTION IF THE PROGRAM'S SUCCESS OR AN INVESTIGATIVE UNIT'S SUCCESS IS TO BE ACCURATELY DETERMINED.

DESIGNING A MONITORING AND EVALUATION SYSTEM

THERE ARE SEVERAL BASIC COMPONENTS IN ANY MONITORING AND EVALUATION SYSTEM. THE MONTGOMERY COUNTY DEPARTMENT OF POLICE INSTITUTED EACH OF THESE COMPONENTS IN ITS MONITORING SYSTEM FOR THE MANAGING CRIMINAL INVESTIGATIONS PROGRAM. SPECIFICALLY, THE STEPS INVOLVED ARE ESTABLISHING GOALS AND OBJECTIVES, DEFINING USER REQUIREMENTS, SPECIFYING

PERFORMANCE MEASURES, DEFINING INPUTS, ARRANGING METHODS OF PROCESSING, AND STRUCTURING OUTPUTS. EACH OF THESE COMPONENTS ARE INTEGRAL TO BOTH MONITORING AND EVALUATION. EACH IS DISCUSSED IN DETAIL IN THE FOLLOWING: SAMPLE MONITORING REPORTS ARE INCLUDED AS ADDENDUM I TO THIS DOCUMENT. A SEPARATE SECTION IS PRESENTED DESCRIBING SOME OF THE UNIQUE MEASUREMENT STEPS REQUIRED FOR EVALUATION.

ADDENDUM II PRESENTS A MATRIX OF ALL M.C.I. OBJECTIVES, PERFORMANCE MEASURE AND DATA INPUTS.

1. ESTABLISHING GOALS AND OBJECTIVES. THE MONTGOMERY COUNTY DEPARTMENT OF POLICE ESTABLISHED A TASK FORCE EARLY IN THE PROJECT, CONSISTING OF COMMANDERS OF EACH OF THE TWO OPERATIONS BUREAUS (PATROL AND INVESTIGATIONS), THE ASSISTANT TO THE DIRECTOR OF POLICE, THE DIRECTOR OF RESEARCH AND PLANNING, THE PROGRAM EVALUATOR AND KEY PROJECT PERSONNEL (DISTRICT COMMANDER, PROJECT DIRECTOR, AND CASE SCREENER). THIS TASK FORCE WAS AUTHORIZED TO ENACT POLICY DECISIONS FOR THE PROGRAM. ONE OF ITS EARLIEST TASKS WAS THE IDENTIFICATION OF GOALS AND OBJECTIVES. IT RELIED ON INPUT FROM OTHER TASK FORCES CONVENED FOR SPECIFIC FUNCTIONS. THESE TASK FORCES DESCRIBED ELSEWHERE IN THIS MANUAL SUGGESTED OPERATIONAL GOALS AND OBJECTIVES FOR EACH PROGRAM COMPONENT, AS WELL AS SPECIFIC STRATEGIES FOR ACCOMPLISHING EACH. THE TASK FORCE ON THE MONITORING SYSTEM SUGGESTED METHODS OF COLLECTING THE REQUIRED DATA TO ASSESS THE EXTENT OF ATTAINMENT OF EACH OBJECTIVE.

THE SELECTION OF SPECIFIC MEASURABLE GOALS AND OBJECTIVES IN CONCISE TERMS WAS NOT ACCOMPLISHED WITHOUT CONSIDERABLE DISCUSSION AND REVISION OF RECOMMENDED OBJECTIVES. THIS WAS A NEW PROCESS FOR THIS DEPARTMENT, BUT ONE WHICH WAS CERTAINLY VALUABLE AND SUBSEQUENTLY HAS BEEN REPLICATED FOR OTHER OPERATIONAL PROGRAMS. A KEY TO THE ESTABLISHMENT OF MEANINGFUL GOALS AND OBJECTIVES IS THE PARTICIPATORY ATMOSPHERE WHICH WAS ESTABLISHED WITH THE M.C.I. PROGRAM.

2. DEFINING USER REQUIREMENTS. A BASIC REQUIREMENT OF ANY MONITORING SYSTEM IS THAT IT BE DESIGNED AND IMPLEMENTED TO MEET THE NEEDS OF ITS USERS. THE USERS OF THE MONITORING SYSTEM MAY INCLUDE THE CHIEF OF POLICE, THE COMMANDERS OF THE FIELD OPERATIONS BUREAU, THE PATROL DISTRICT COMMANDER, THE INVESTIGATIVE UNIT MANAGER, THE CASE SCREENER, AND THE INDIVIDUAL INVESTIGATOR. EACH OF THESE INDIVIDUALS IS EITHER A CURRENT OR FUTURE USER OF THE MONITORING SYSTEM ESTABLISHED IN MONTGOMERY COUNTY.

AN IMPORTANT CONSIDERATION IN MEETING USER NEEDS IS THAT EACH USER MAY REQUIRE DIFFERENT FORMS OF INFORMATION. A CHIEF OF POLICE WILL NOT, FOR EXAMPLE, REQUIRE A DETAILED PRINTOUT LISTING CASE ASSIGNMENTS BY INVESTIGATOR. THIS PRINTOUT IS MORE APPROPRIATE FOR THE INVESTIGATIVE UNIT MANAGER OR PERHAPS THE CASE SCREENER. THE CHIEF OF POLICE WILL REQUIRE AGGREGATE STATISTICS COMPARING PERFORMANCE TO PAST TIME PERIODS (E.G., TOTAL CASELOAD THIS MONTH WITH TOTAL CASELOAD IN THE PRECEDING MONTH).

THE MONTGOMERY COUNTY MONITORING SYSTEM IS CURRENTLY DESIGNED TO PROVIDE INFORMATION PRIMARILY TO THE CHIEF OF POLICE, THE COMMANDER OF THE FIELD SERVICES BUREAU, THE SILVER SPRING DISTRICT COMMANDER, AND THE M.C.I. PROJECT TEAM. REPORTS INDICATING, FOR EXAMPLE, THE NUMBERS AND PERCENTAGES OF WITNESSES IDENTIFIED AND INTERVIEWED BY DETECTIVES INFORMS THE M.C.I. PROJECT TEAM (PROJECT DIRECTOR AND CASE SCREENER) OF THE QUALITY OF INVESTIGATIVE ACTIVITY WITHIN THE M.C.I. UNIT. THESE DATA PROVIDE INFORMATION ON THE DEGREE TO WHICH ONE SPECIFIC PROGRAM OBJECTIVE (IMPROVING PERFORMANCE WITHIN THE FOLLOW-UP INVESTIGATION PROCESS) HAS BEEN ACHIEVED.

THE DEPARTMENT IS CONSIDERING EXPANDING ITS MONITORING SYSTEM TO PROVIDE CASE STATUS INFORMATION TO INDIVIDUAL INVESTIGATORS. DEVELOPMENT OF THIS PHASE OF THE MONITORING SYSTEM HAS BEEN SLOWED BY THE UNAVAILABILITY OF PROSECUTION DATA.

3. SPECIFYING PERFORMANCE MEASURES. A FUNDAMENTAL COMPONENT TO THE MONITORING SYSTEM IS THE SPECIFICATION OF PERFORMANCE MEASURES. WITHOUT THIS STEP IT MAY BE DIFFICULT, IF NOT IMPOSSIBLE, TO TRANSFORM GOALS AND OBJECTIVES AND USER REQUIREMENTS TO CONCRETE DATA INPUTS. THIS IS QUITE OFTEN A STEP WHICH IS IGNORED IN DESIGNING A MONITORING AND/OR AN EVALUATION SYSTEM. ADMINISTRATORS FREQUENTLY PRESCRIBE A SPECIFIC OBJECTIVE WITHOUT CAREFUL CONSIDERATION OF HOW THAT OBJECTIVE IS TO BE MEASURED.

TO ILLUSTRATE, AN OBJECTIVE OF THE MONTGOMERY COUNTY M.C.I. PROGRAM IS " TO IMPROVE THE OVERALL PRODUCTIVITY OF THE CRIMINAL INVESTIGATIVE FUNCTION." THE MONITORING SYSTEM SHOULD BE DESIGNED TO PROVIDE MANAGEMENT INFORMATION ON THE DEGREE TO WHICH THIS OBJECTIVE IS ACCOMPLISHED. PRIOR TO SUPPLYING THIS INFORMATION, HOWEVER, IT IS ESSENTIAL THAT SPECIFIC INDICATORS OF PRODUCTIVITY BE DELINEATED. THIS DEPARTMENT ACHIEVED THIS TASK BY DEFINING THE FOLLOWING PRODUCTIVITY INDICATORS:

- . NUMBER OF ARRESTS
- . NUMBER OF CASE CLEARANCES
- . CASE ACCEPTANCE RATE FOR PROSECUTION
- . CONVICTIONS FOR SERIOUS CRIMES
- . EFFICIENCY OF THE INVESTIGATIVE PROCESS (AMOUNT OF TIME AND RESOURCES EXPENDED).

4. DEFINING INPUTS. THE NEXT STEP IN DESIGNING THE MONITORING SYSTEM IS SPECIFYING REQUIRED DATA INPUTS. THE TYPES OF QUESTIONS WHICH MUST BE ASKED ARE:

- . WHAT DATA CAN BE COLLECTED FROM EXISTING REPORTS? IF SUFFICIENT INFORMATION IS NOT AVAILABLE, CAN THESE FORMS BE REDESIGNED? IF NOT, SHOULD ADDITIONAL FORMS BE DESIGNED AND UTILIZED?
- . HOW ARE THE DATA TO BE COLLECTED? ARE THEY COLLECTED BY THE EXISTING RECORDS DIVISION OF THE DEPARTMENT OR SOME OTHER UNIT, AND IF SO, CAN THEY BE OBTAINED FOR MONITORING PURPOSES? IF THEY ARE TO BE OBTAINED FROM SOME OTHER SOURCE, IN WHAT FORMAT WILL THEY BE ACQUIRED? IS THE FORMAT COMPATIBLE WITH PROCESSING TECHNIQUES (I.E., COMPUTER ENTRY)?

- . HOW ARE THE DATA TO BE TRANSFORMED TO FACILITATE PROCESSING? A CONSIDERATION IS WHETHER OR NOT THE DATA ARE TO BE COMPUTERIZED. IF SO, EITHER EXISTING FORMS WILL HAVE TO BE REVISED TO ACCOMMODATE KEYPUNCHING NEEDS OR A SEPARATE CODING FORM WILL HAVE TO BE PREPARED IN SUITABLE KEYPUNCH FORMAT.

EACH OF THESE QUESTIONS WAS CONSIDERED IN DESIGNING THE MONTGOMERY COUNTY MONITORING SYSTEM. CERTAIN OUTCOME DATA WERE AVAILABLE FROM THE INFORMATION SERVICES DIVISION (E.G., CASE STATUS), WHILE OTHER DATA WERE NOT AVAILABLE. THE REVISED EVENT REPORT FORM EASED THE DATA COLLECTION PROCESS CONSIDERABLY, SINCE DATA WAS ENTERED IN BLOCK FORMAT. SIMILARLY, THE CASE SCREENING TICKLER CARD FACILITATED DATA COLLECTION ON SCREENING DECISIONS AND RESULTS OF FOLLOW-UP INVESTIGATIONS. THE PROSECUTION MEASURES WERE TO BE COLLECTED FROM THE NEWLY DESIGNED CASE FEEDBACK FORM.

BECAUSE SEVERAL DATA ITEMS WERE PREVIOUSLY NOT COLLECTED BY THIS DEPARTMENT, A NEW CODING FORM WAS PREPARED TO GUIDE CODERS, SITUATED IN THE RESEARCH AND PLANNING DIVISION. CODERS TRANSFORM ALL DATA FROM THE EVENT REPORT, CASE SCREENING TICKLER CARD, AND OTHER FORMS ONTO THIS FORM, WHICH IS SUBSEQUENTLY SUBMITTED TO DATA PROCESSING FOR KEYPUNCH. A COPY OF THIS FORM, TOGETHER WITH THE CODEBOOK USED FOR DATA PROCESSING, IS INCLUDED IN ADDENDUM III.

THE DEPARTMENT HAS EXPERIENCED SOME DIFFICULTY IN TRANSMITTING NEEDED REPORTS FROM ITS RECORDS DIVISION TO THE RESEARCH AND PLANNING DIVISION. THIS IS A PRACTICAL CONSEQUENCE OF COLLECTING AND CODING DATA THROUGH A MANUALLY DESIGNED RECORDS SYSTEM. THE DEPARTMENT PLANS TO COMPUTERIZE ITS DATA ENTRY FUNCTION IN THE NEAR FUTURE. THIS CHANGE WILL LIKELY IMPROVE THE INTEGRITY OF THE MONITORING SYSTEM.

5. ARRANGING METHODS OF PROCESSING. AN ESSENTIAL STEP IN THE MONITORING SYSTEM IS DATA PROCESSING. DATA CAN BE PROCESSED EITHER MANUALLY OR WITH THE ASSISTANCE OF THE COMPUTER. IN ANY LARGE AGENCY, WHICH GENERATES A SIGNIFICANT NUMBER OF POLICE REPORTS, COMPUTER PROCESSING IS CERTAINLY MORE DESIRABLE, CONSIDERING THAT LARGE QUANTITIES

OF DATA CAN BE TRANSFORMED QUICKLY AND ACCURATELY. THE COMPUTER ALSO PROVIDES AN EFFICIENT MEANS FOR COMPARING DIFFERENT DATA SETS (E.G., CLEARANCE RATES FOR ONE MONTH, AS COMPARED TO A PREVIOUS MONTH).

THE MONTGOMERY COUNTY MONITORING SYSTEM RELIES ON COMPUTER SUPPORT FOR CASE PROCESSING. CODING FORMS ARE SUBMITTED TO CENTRAL DATA PROCESSING ON A WEEKLY BASIS; KEYPUNCHED DIRECTLY TO A DISC FILE, WHERE ALL M.C.I. DATA IS RETAINED. A SPECIAL COMPUTER PROGRAM WAS DESIGNED TO ACCOMMODATE MATCHING FOLLOW-UP INVESTIGATION INFORMATION, AS WELL AS PROSECUTORIAL DATA, TO THAT ENTERED FROM THE INITIAL REPORT. THE DEPARTMENT REQUIRED SUCH A MATCHING CAPABILITY TO ANALYZE TOTAL CASE INFORMATION. PREVIOUSLY, THE DEPARTMENTAL RECORDS SYSTEM HAD NO MEANS OF MATCHING INFORMATION GENERATED AT A LATER DATE TO DATA PROCESSED FROM THE ORIGINAL REPORT.

BECAUSE THIS WAS A NEW SYSTEM, SEVERAL PROBLEMS WERE ENCOUNTERED IN ITS DESIGN AND IMPLEMENTATION, THUS SLOWING DEVELOPMENT OF THE MONITORING SYSTEM. DATA PROCESSING PERSONNEL ASSIGNED TO THE DEPARTMENT OF POLICE, WERE NOT ACCUSTOMED TO DESIGNING SUCH A PROGRAM SINCE MOST PREVIOUS POLICE DATA PROCESSING REQUESTS SIMPLY REQUESTED DESCRIPTIVE DATA ON DATA COLLECTED FROM EXISTING REPORTS.

6. DEFINING AND INTERPRETING OUTPUTS. THE FINAL STEP IN THE MONITORING SYSTEM IS THE DEFINITION AND INTERPRETATION OF SYSTEM OUTPUTS. THE DATA SHOULD BE DEPICTED IN AN EASY-TO-INTERPRET FORMAT AND SHOULD CLEARLY DEPICT MEANINGFUL CHANGES IN OPERATIONS. THE OUTPUT SHOULD ALSO INDICATE TO WHAT EXTENT GOALS AND OBJECTIVES ARE ACHIEVED. IT IS OFTEN ADVISABLE TO DESIGN SPECIFIC REPORTS TO MONITOR EACH MAJOR PROGRAM OBJECTIVE.

IT IS STRONGLY RECOMMENDED THAT MONITORING OUTPUT BE PRESENTED IN TABLE FORM OR IN GRAPHS. POLICE AGENCIES HAVE LEARNED THROUGH EXPERIENCE THAT ADMINISTRATORS ARE DISINTERESTED IN AND WILL NOT USE COMPUTER PRINTOUTS

IN DECISION MAKING.

THE MONTGOMERY COUNTY MONITORING AND EVALUATION SYSTEM IS DESIGNED TO PROVIDE EASY-TO-INTERPRET TABLES AND GRAPHS DEPICTING INVESTIGATIVE PERFORMANCE IN GENERAL AND ACHIEVEMENT OF GOALS AND OBJECTIVES IN PARTICULAR. DIFFERENT FORMATS AND DATA ARE USED TO DISPLAY FINDINGS TO ADMINISTRATORS AS OPPOSED TO MID-LEVEL MANAGEMENT PERSONNEL.

THE MONITORING SYSTEM WAS ORIGINALLY DESIGNED TO PROVIDE REPORTS ON INVESTIGATIVE OUTCOMES AND IMPACT ON A QUARTERLY BASIS. PROGRESS WAS SLOWED, HOWEVER, DUE TO DATA PROCESSING DIFFICULTIES, WHICH HAVE SUBSEQUENTLY BEEN CORRECTED. SEVERAL MONITORING REPORTS WILL NOW BE PRODUCED ON A MONTHLY BASIS.

ONE KEY TO THE MONITORING SYSTEM IS THE INTERPRETATION OF RESULTS PROVIDED BY THE TASK FORCE ON THE MONITORING SYSTEM. THE PROGRAM EVALUATOR PRESENTS FINDINGS TO THIS GROUP, WHICH IN TURN INTERPRETS RESULTS AND DEVELOPS RECOMMENDATIONS FOR CHANGES IN OPERATIONAL PROCEDURES.

STATISTICAL FINDINGS ARE PRODUCED WITH THE ASSISTANCE OF THE STATISTICAL PACKAGE FOR SOCIAL SCIENCES (S.P.S.S.), A SOFTWARE PROGRAM RETAINED ON THE COUNTY COMPUTER AND CAPABLE OF GENERATING BASIC FREQUENCY STATISTICS, AS WELL AS SOPHISTICATED ANALYSES.

UNIQUE FEATURES OF THE EVALUATION SYSTEM

IN ADDITION TO THE STEPS DESCRIBED ABOVE, TWO ADDITIONAL REQUIREMENTS EXIST FOR THE EVALUATION SYSTEM: (1) ASSESSING COMPARATIVE DATA, AND (2) DEFINING CRITERIA FOR PROGRAM SUCCESS.

TWO FORMS OF COMPARATIVE DATA ARE BEING USED WITH THE MONTGOMERY COUNTY EVALUATION SYSTEM. THE FIRST IS OUTCOME DATA, SPECIFICALLY ARRESTS AND CLEARANCES FOR THE SILVER SPRING DISTRICT FOR THE THREE YEAR PERIOD PRECEEDING M.C.I. IMPLEMENTATION (OCTOBER, 1974 - SEPTEMBER, 1977). THE SECOND IS COMPARABLE INVESTIGATIVE PERFORMANCE MEASURES FOR A DESIGNATED

CONTROL AREA CONSISTING OF SELECTED BEATS FROM THE THREE OTHER PATROL DISTRICTS IN THE COUNTY.

THE CONTROL AREA WAS SELECTED AS A MEANS OF COMPARING M.C.I. OPERATIONS WITH EXISTING INVESTIGATIVE OPERATIONS IN THE REMAINDER OF THE ORGANIZATION. THIS APPROACH WAS DEEMED APPROPRIATE SINCE IT WOULD PROVIDE A MEANS OF ASSESSING CHANGE OVER PAST PRACTICES AND WOULD YIELD CURRENT INVESTIGATIVE PERFORMANCE INFORMATION ON SEVERAL OPERATIONAL ACTIVITIES, SUCH AS THE QUALITY OF THE PRELIMINARY INVESTIGATION, APPLICATION OF CASE SCREENING DECISIONS, AND LENGTH OF TIME EXPENDED IN FOLLOW-UP INVESTIGATIONS. SUCH DATA WAS NOT AVAILABLE FOR SILVER SPRING CASES ORIGINATING PRIOR TO THE INCEPTION OF THE M.C.I. PROGRAM.

THE CONTROL AREA CLOSELY APPROXIMATES THE SILVER SPRING DISTRICT IN RELATION TO THE NUMBER OF PART I CRIMES AND SOCIO-ECONOMIC DATA. THESE FACTORS WERE TAKEN INTO CONSIDERATION IN SELECTING THE CONTROL AREA TO CONTROL FOR DIFFERENCES IN FINDINGS.

A SAMPLING PROCEDURE IS UTILIZED TO BALANCE THE NUMBER OF CASES INCLUDED WITHIN THE EVALUATION CASE TRACE FOR THE CONTROL AREA AND SILVER SPRING. THE SAMPLING PROCEDURE ALSO SAVES CONSIDERABLE RESOURCES IN MONITORING AND EVALUATION. CASES ARE SELECTED BASED ON THEIR FREQUENCY OF OCCURRENCE DURING PAST YEARS. THIS SAMPLING METHOD WAS DESIGNED TO YIELD A MEANINGFUL PORTRAYAL OF INVESTIGATIONS OPERATIONS (WITH MINIMAL SAMPLING ERROR).

THE EVALUATIVE CRITERIA THAT WAS SELECTED IS THE DEGREE OF SIGNIFICANCE OF POSITIVE CHANGE OVER PAST EXPERIENCE AND CURRENT PRACTICE IN OTHER UNITS. THIS CRITERIA IS TO BE APPLIED TO EACH PROGRAM OBJECTIVE. THIS APPROACH WILL SUPPLY QUANTITATIVE INFORMATION ON EACH PROGRAM COMPONENT. THOSE COMPONENTS THAT ARE DEFINED AS SUCCESSFUL WILL IN ALL LIKELIHOOD BE APPLIED COUNTYWIDE.

SECTION VII

ADDENDA

SAMPLE MONITORING REPORTS

TABLE I

WITNESS INFORMATION: PRELIMINARY INVESTIGATION

	OCTOBER - DECEMBER								JANUARY - MARCH							
	TOTAL CASES	CASES WITH WITNESSES IDENTIFIED		CASES WITH WITNESSES INTERVIEWED		CASES WITH NEIGHBORHOOD PERFORMED		TOTAL CASES	CASES WITH WITNESSES IDENTIFIED		CASES WITH WITNESSES INTERVIEWED		CASES WITH NEIGHBORHOOD PERFORMED			
		TOTAL	%	TOTAL	%	TOTAL	%		TOTAL	%	TOTAL	%	TOTAL	%		
HOMICIDE	3	2	67	2	67	0	0	0	0	0	0	0	0	0		
RAPE	9	0	0	0	0	2	22	3	0	0	0	0	0	0		
ROBBERY	23	11	48	11	48	4	17	21	5	28	5	28	1	5		
ASSAULT	20	5	25	5	25	2	10	15	7	47	7	47	1	7		
BURGLARY	112	18	16	18	16	39	35	110	15	14	13	12	38	34		
LARCENY OVER \$500	53	3	6	3	6	1	2	33	3	9	2	6	1	3		
TOTAL	220	38	17	38	17	48	22	182	30	16	27	15	41	22		

TABLE II
 SUSPECT INFORMATION: PRELIMINARY INVESTIGATION
 OCTOBER - DECEMBER

	HOMICIDE		RAPE		ROBBERY		ASSAULT		BURGLARY		LARCENY		PART I	
	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%
TOTAL CASES	3	-	9	-	23	-	20	-	112	-	53	-	220	-
CASES WITH PHYSICAL SUSPECT DESCRIPTION	1	33	8	88	23	100	20	100	29	26	10	19	91	41
AVERAGE DESCRIPTORS PER CASE	13	-	10	-	8	-	10	-	8	-	7	-	9	-
CASES WITH SUSPECT VEHICLE DESCRIPTION	0	0	3	33	11	48	7	35	8	7	4	8	33	15
AVERAGE DESCRIPTORS PER CASE	0	-	5	-	5	-	7	-	7	-	4	-	6	-
CASES WITH M.O. DESCRIPTORS	0	0	3	33	12	52	4	20	107	95	33	62	159	72
AVERAGE DESCRIPTORS PER CASE	0	-	2	-	3	-	2	-	3	-	3	-	3	-
WARRANTS OBTAINED	0	0	1	5	2	9	2	10	2	2	0	0	6	2
LATENTS OBTAINED	0	0	1	11	1	4	1	5	21	18	1	2	25	11
PHOTOS TAKEN	2	67	6	67	4	17	5	25	7	6	0	0	24	11

TABLE II

SUSPECT INFORMATION: PRELIMINARY INVESTIGATION

JANUARY - MARCH

	HOMICIDE		RAPE		ROBBERY		ASSAULT		BURGLARY		LARCENY		PART I	
	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%
TOTAL CASES	0	-	3	-	21	-	15	-	110	-	33	-	182	-
CASES WITH PHYSICAL SUSPECT DESCRIPTION	0	0	3	100	18	86	13	86	17	15	7	21	58	32
AVERAGE DESCRIPTORS PER CASE	0	-	8	-	8	-	7	-	8	-	8	-	8	-
CASES WITH SUSPECT VEHICLE DESCRIPTION	0	0	0	0	4	19	4	26	4	4	3	9	15	8
AVERAGE DESCRIPTORS PER CASE	0	-	0	-	4	-	6	-	6	-	4	-	5	-
CASES WITH M.O. DESCRIPTORS	0	0	3	100	19	90	9	60	104	94	33	100	168	93
AVERAGE DESCRIPTORS PER CASE	0	-	0	-	1	-	3	-	3	-	2	-	2	-
WARRANTS OBTAINED	0	0	0	0	2	9	1	7	2	2	1	3	6	3
LATENTS OBTAINED	0	0	1	33	0	0	0	0	10	9	0	0	11	6
PHOTOS TAKEN	0	0	2	67	3	14	3	20	6	5	0	0	14	8

TABLE III

CLOSURES BY ARREST: PRELIMINARY INVESTIGATION

	OCTOBER - DECEMBER			JANUARY - MARCH		
	TOTAL CASES	TOTAL ARRESTS	PCT.	TOTAL CASES	TOTAL ARRESTS	PCT.
ROBBERY	23	2	9	21	3	14
ASSAULTS	20	6	30	15	6	40
BURGLARY	112	9	8	110	3	3
LARCENY OVER \$ 500.00	<u>53</u>	<u>2</u>	<u>4</u>	<u>33</u>	<u>0</u>	<u>0</u>
TOTAL	208	19	9	179	12	7

TABLE IV

WITNESS INFORMATION: PRELIMINARY AND FOLLOW-UP INVESTIGATIONS

OCTOBER - DECEMBER

	<u>HOMICIDE</u>	<u>RAPE</u>	<u>ROBBERY</u>	<u>ASSAULT</u>	<u>BURGLARY</u>	<u>LARCENY</u>	<u>TOTAL</u>
TOTAL CASES	3	9	23	20	112	53	220
TOTAL WITNESSES IDENTIFIED	6	8	21	6	18	11	70
# PER CASE	2	.88	.91	.30	.16	.21	.32
TOTAL IDENTIFIED IN FOLLOW-UP ONLY	5	0	2	4	6	8	25
TOTAL WITNESSES INTERVIEWED	5	0	20	6	18	11	60
# PER CASE	1.66	0	.87	.30	.16	.21	.27
TOTAL INTERVIEWED IN FOLLOW-UP ONLY	4	0	2	4	4	8	22

TABLE IV

WITNESS INFORMATION: PRELIMINARY AND FOLLOW-UP INVESTIGATIONS

JANUARY - MARCH

	<u>HOMICIDE</u>	<u>RAPE</u>	<u>ROBBERY</u>	<u>ASSAULT</u>	<u>BURGLARY</u>	<u>LARCENY</u>	<u>TOTAL</u>
TOTAL CASES	0	3	21	15	110	33	182
TOTAL WITNESSES IDENTIFIED	0	0	6	8	19	3	36
# PER CASE	0	0	.28	.53	.17	.09	.20
TOTAL IDENTIFIED IN FOLLOW-UP ONLY	0	0	1	1	4	0	6
TOTAL WITNESSES INTERVIEWED	0	0	6	7	17	1	31
# PER CASE	0	0	.28	.46	.15	.03	.17
TOTAL INTERVIEWED IN FOLLOW-UP ONLY	0	0	1	0	4	0	5

TABLE V
CASE PROCESSING
OCTOBER - DECEMBER

	HOMICIDE		RAPE		ROBBERY		ASSAULT		BURGLARY		LARCENY		PART I	
	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%
TOTAL CASES FORWARDED	3	-	9	-	17	-	19	-	101	-	48	-	197	-
CASES ASSIGNED	3	100	9	100	13	76	18	95	37	37	9	19	89	45
PATROL	0	0	0	0	2	15	10	56	17	46	6	66	35	39
M.C.I.	2	66	8	88	10	77	6	33	19	51	3	33	48	54
COMBINED	1	33	1	12	1	8	2	11	1	3	0		6	7
SUSPENDED	0		0		4	24	1	5	64	63	39	81	108	55
SUSPENDED AFTER ASSIGNED	1	33	1	11	7	54	5	28	20	54	3	33	38	42
RE-ENTERED AFTER SUSPENDED	0	0	0	0	1	25	1	100	15	23	1	2	18	17

TABLE V
CASE PROCESSING
JANUARY - MARCH

	HOMICIDE		RAPE		ROBBERY		ASSAULT		BURGLARY		LARCENY		PART I	
	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%
TOTAL CASES FORWARDED	0	-	3	-	19	-	9	-	92	-	26	-	149	-
CASES ASSIGNED	0	0	3	100	16	84	8	89	40	43	7	27	74	50
PATROL	0	0	0	0	0	0	3	37	12	30	3	43	18	24
M.C.I.	0	0	3	100	15	94	4	50	28	70	4	57	54	73
COMBINED	0	0	0	0	1	6	1	13	0	0	0	0	2	3
SUSPENDED	0	0	0	0	3	16	1	11	52	57	19	73	75	50
SUSPENDED AFTER ASSIGNED	0	0	0	0	4	25	1	12	15	37	1	14	21	28
RE-ENTERED AFTER SUSPENDED	0	0	0	0	0	0	0	0	5	.09	0	0	5	.06

TABLE VI
 SUSPECT INFORMATION: FOLLOW-UP INVESTIGATION

	JANUARY - MARCH													
	HOMICIDE		RAPE		ROBBERY		ASSAULT		BURGLARY		LARCENY		PART I	
	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%
TOTAL CASES	0	-	3	-	18	-	14	-	58	-	14	-	107	-
CASES WITH SUSPECT NAMED	0	0	0	0	7	39	5	36	14	24	0	0	26	24
DIFFERENT THAN PRELIMINARY	0	0	0	0	4	22	0	0	9	16	0	0	13	12
CASES WITH SUSPECTS DESCRIBED	0	0	2	67	10	55	5	36	17	29	0	0	34	32
DIFFERENT THAN PRELIMINARY	0	0	0	0	4	22	0	0	10	17	0	0	14	13
CASES WITH VEHICLE DESCRIPTIONS	0	0	0	0	2	11	1	7	5	9	0	0	8	7
DIFFERENT THAN PRELIMINARY	0	0	0	0	2	11	0	0	4	7	0	0	6	6
CASES WITH M.O. PRESCRIPTIONS	0	0	2	7	6	33	3	21	12	21	0	0	23	21
DIFFERENT THAN PRELIMINARY	0	0	0	0	2	11	0	0	3	3	0	0	5	5

TABLE VI
 SUSPECT INFORMATION: FOLLOW-UP INVESTIGATION

OCTOBER - DECEMBER

	HOMICIDE		RAPE		ROBBERY		ASSAULT		BURGLARY		LARCENY		PART I	
	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%	TOT.	%
TOTAL CASES	3	-	9	-	19	-	19	-	48	-	14	-	112	-
CASES WITH SUSPECT NAMED	2	67	2	22	5	26	7	37	20	42	2	14	38	34
DIFFERENT THAN PRELIMINARY	0	0	0	0	2	10	1	5	2	4	0	0	5	4
CASES WITH SUSPECTS DESCRIBED	2	67	4	44	7	37	8	42	23	48	2	14	46	41
DIFFERENT THAN PRELIMINARY	1	33	1	11	4	21	3	16	14	29	1	7	24	21
CASES WITH VEHICLE DESCRIPTIONS	0	0	0	0	4	21	2	10	5	10	0	0	13	12
DIFFERENT THAN PRELIMINARY	0	0	0	0	1	5	1	5	3	6	0	0	5	4
CASES WITH M.O. PRESCRIPTIONS	1	33	3	33	5	26	7	37	9	19	1	7	26	23
DIFFERENT THAN PRELIMINARY	1	33	1	11	0	0	2	10	1	20	0	0	5	4

TABLE VII
 AVERAGE SOLVABILITY RATING BY CASE ASSIGNMENT
 OCTOBER - DECEMBER

	<u>ASSIGN M.C.I.</u>	<u>ASSIGN PATROL</u>	<u>ASSIGN COMBINED</u>	<u>SUSP.</u>	<u>SUSP. ASSIGN.</u>	<u>RE-ENTR. SUSP.</u>
SF 1	4.48	4.22	6.66	.14	2.22	.14
SF 2	2.40	5.78	8.0	0	2.12	5.86
SF 3	2.58	5.24	8.0	0	2.22	5.72
SF 4	4.74	6.06	8.0	.12	4.0	5.86
SF 5	4.86	1.34	8.0	.06	3.78	5.86
SF 6	.69	1.51	.67	.02	.44	.29
SF 7	1.63	1.84	2.5	.29	1.56	3.0
SF 8	1.12	1.35	1.17	.24	.89	3.0
SF 9	.86	.70	0	.84	1.67	1.86
SF 10	1.31	2.0	3.33	.09	.83	.43
	15.1	30.0	46.3	1.8	19.7	32.0

TABLE VII
 AVERAGE SOLVABILITY RATING BY CASE ASSIGNMENT

JANUARY - MARCH

	<u>ASSIGN M.C.I.</u>	<u>ASSIGN PATROL</u>	<u>ASSIGN COMBINED</u>	<u>SUSP.</u>	<u>SUSP. ASSIGN.</u>	<u>RE-ENTR. SUSP.</u>
SF 1	3.06	3.76	8	.22	2.56	0
SF 2	1.48	4.24	8	.1	1.78	5.2
SF 3	1.48	4.48	8	.1	1.78	5.2
SF 4	3.48	4.82	8	.28	3.12	5.2
SF 5	3.44	4.48	8	.81	3.22	5.2
SF 6	.62	1.0	2	0	.33	.6
SF 7	1.66	1.35	2	.36	1.56	.4
SF 8	1.68	1.29	2	.36	1.5	.4
SF 9	1.30	1.71	2	.96	.94	3.6
SF 10	.78	.47	2	.18	.56	0
	19.0	27.6	50.0	3.4	17.4	25.8

TABLE VIII
 AVERAGE SOLVABILITY RATING BY CASE STATUS
 OCTOBER - DECEMBER

	<u>PRELIMINARY</u>			<u>FOLLOW-UP</u>			<u>PRELIM. UNFOUND. & FOLLOW-UP OPEN</u>
	<u>OPEN</u>	<u>ARREST</u>	<u>EXCEPT.</u>	<u>ARREST</u>	<u>EXCEPT.</u>	<u>UNFOUND.</u>	
SF 1	1.24	7.06	3.34	3.42	3	8	0
SF 2	.46	7.48	4.66	6.58	0	0	0
SF 3	.58	7.16	4	6.86	0	4	0
SF 4	1.42	7.68	4.34	7.14	1	4	0
SF 5	1.50	7.9	4	7.14	2	4	0
SF 6	.21	2.39	0	1.57	0	0	0
SF 7	.97	2.22	.5	2.57	2	0	0
SF 8	.73	.65	.33	1.14	4	0	0
SF 9	.94	.61	0	1.57	1	0	0
SF 10	.43	2.74	2.67	1.71	0	0	0
	8.5	45.9	23.8	56.6	13.0	20.0	0

TABLE VIII
 AVERAGE SOLVABILITY RATING BY CASE STATUS

JANUARY - MARCH

	<u>PRELIMINARY</u>		<u>FOLLOW-UP</u>			<u>PRELIM. UNFOUND. & FOLLOW-UP OPEN</u>
	<u>OPEN</u>	<u>ARREST</u>	<u>OPEN</u>	<u>ARREST</u>	<u>EXCEPT.</u>	
SF 1	.98	8	0	5.6	8	0
SF 2	.44	8	0	6.4	8	0
SF 3	.44	8	0	6.4	8	0
SF 4	1.1	8	0	7.6	8	0
SF 5	.32	8	0	7.6	8	0
SF 6	.16	1.33	0	.6	0	0
SF 7	.8	1.33	3	1	0	0
SF 8	.63	1.33	3	1	0	0
SF 9	1	1.33	1.5	1.8	0	0
SF 10	.4	2.67	0	.4	0	0
	6.3	48.0	7.5	38.4	5.0	0

DATA COLLECTION/EVALUATION DESIGN
MATRIX

FIGURE II: DATA COLLECTION/EVALUATION DESIGN MATRIX

SUB-GOAL 1: TO IMPROVE THE PATROL FUNCTION IN BOTH PRELIMINARY AND FOLLOW-UP INVESTIGATIONS THROUGH INCREASED INVESTIGATIVE RESPONSIBILITIES

OBJECTIVES	MEASURES	DATA	DATA SOURCE(S)	EVALUATION METHODOLOGY
A. Improve Preliminary Investigation Data Collection Process	1. Amount of Data Collected During Preliminary Investigation	Frequency of Identification of Traceable Property	Event Reports/Supplemental Reports	Comparison Between Experimental & Control Districts
		Frequency of Identification of Physical Evidence	Event Reports/Supplemental Reports	Comparison Between Experimental & Control Districts
		Frequency/Value of Property Recovered in Preliminary Investigations	Event Reports	Comparison Between Experimental & Control Districts
		Amount of Investigative Activities Conducted During Preliminary Investigations; Witness Identification, Descriptions; Stolen Property Identified; Recovered; Vehicle Information; M.O. Identification	Event Reports	Comparison Between Experimental & Control Districts
	2. Thoroughness of Preliminary Investigation	Number of Event Reports Returned for Further Investigation/Information	Event Reports	Comparison Between Experimental & Control Districts
		Number & Frequency of Patrol Classification Changes by Detectives	Event Reports	Comparison Between Experimental & Control Districts
		Number Follow-Up Investigation Reports Not Containing New Information	Event Reports/Supplemental Reports	Comparison Between Experimental & Control Districts

SUB-GOAL 1 (CONT.): TO IMPROVE THE PATROL FUNCTION IN BOTH PRELIMINARY AND FOLLOW-UP INVESTIGATIONS THROUGH INCREASED INVESTIGATIVE RESPONSIBILITIES

OBJECTIVES	MEASURES	DATA	DATA SOURCE(S)	EVALUATION METHODOLOGY
B. Reduce Redundancy in Investigative Process Between Patrol & Detective Functions	1. Preliminary Investigation Activities Repeated by Detectives during Follow-Up Investigations	Amount of Investigative Activities Conducted by Patrol & Replicated by Detectives; Witness Identification, Interviews; Suspect Identification, Description; Stolen Property Identified, Recovered; Vehicle Identification, M.O. Identification	Event Reports/Supplemental Reports	Comparison Between Experimental & Control Districts
C. Increase Patrol Involvement in the Investigative Process	1. Patrol Function Involvement in Investigations	Number of Cases Assigned to Patrol for further Investigation Percentage of Time Spent by Patrol in Investigative Activities	Investigation Assignment Files/Event Reports	Comparison Between Experimental & Control Districts Comparison Between Experimental & Control Districts
D. Improve Patrol Function Performance in Investigative Processes	1. Numbers of Arrests by Patrol 2. Number of Case Closures by Patrol	Number/Frequency/Arrests and Warrants Issued Number/Frequency/cases cleared/Type clearances, Cases Accepted for Prosecution, Convictions	Event Reports/Investigative Assignment Files Event Reports/Investigative Assignment Files	Comparison Between Experimental & Control Districts Comparison Between Experimental & Control Districts
E. Increase Patrol Officer Motivation To Be Involved in the Investigative Process	1. Patrol Officer Role-Perception of the Investigative Process	Patrol Officer Attitudes Toward: Preliminary Investigative Process; Relationships with Detectives; Prosecution Process; Importance of Job, Duties and Responsibilities	Structured Questionnaire/Structured Interview	Comparison Between Experimental & Control Districts

SUB-GOAL II: TO IMPROVE THE PROCESS OF SELECTING CASES FOR FURTHER INVESTIGATION THROUGH THE DESIGN AND IMPLEMENTATION OF A CASE SCREENING SYSTEM

OBJECTIVES	MEASURES	DATA	DATA SOURCE(S)	EVALUATION METHODOLOGY
A. Reduce the Number of Cases Assigned for Follow-up Investigation	1. Number/Frequency of Cases Assigned for Further Investigation	Number/Frequency and Types of Cases Assigned for Follow-up Investigation	Investigation Assignment Files	Comparison Between Experimental & Control Districts
	2. Number/Frequency Cases Recommended for Follow-up Investigation by Patrol Suspended Early	Number/Frequency of Cases with Demonstrated Solvability Potential Suspended Early	Event Report/Investigation Assignment Files	Comparison Between Experimental & Control Districts
B. Identify as Quickly as Possible for Re-entry Cases previously Defined as Unsolvable Which are Re-defined as Potentially Solvable	1. Number/Frequency Cases Re-entered Following Early Suspension	Number/Frequency of Cases Re-entered for Follow-up Investigation	Investigation Assignment Files	Comparison Between Experimental & Control Districts
	2. Time Lapse Between Re-entry of Case and Identification of New Information	Date of Re-entry/Date of New Information Obtained	Investigation Assignment Files/Structured Interviews	Comparison Between Experimental & Control Districts

MONITORING AND EVALUATION SYSTEM
CODING FORMS

SUB-GOAL III: TO IMPROVE THE QUALITY OF FOLLOW-UP INVESTIGATIONS THROUGH THE DESIGN AND IMPLEMENTATION OF A CASE MANAGEMENT SYSTEM

OBJECTIVES	MEASURES	DATA	DATA SOURCE(S)	EVALUATION METHODOLOGY
A. Improve Performance Within the Follow-up Investigation Process	1. Arrest Rate Per Cases Assigned	Number/Frequency/Arrests	Event Reports/Investigative Assignment Files	Comparison Between Experimental & Control Districts
	2. Closure Rate Per Cases Assigned	Number/Frequency/Cases Cleared/Type Clearances, Cases Accepted for Prosecution, Convictions	Event Reports/Investigative Assignment Files	Comparison Between Pre and Post Implementation Periods in Experimental District
B. Reduce Time Period Between Assignment of a Case and Case Closure	1. Investigative Time Spent Per Case Prior to Closure or Suspension	Average Investigative Per Case Prior to Closure or Suspension	Investigative Assignment Files	Comparison Between Experimental & Control Districts
	2. Number/Frequency of Cases Suspended Within 10 days of Assignment	Number Frequency & Types of Cases Suspended Within 10 days of Assignment	Investigation Assignment Files	Comparison Between Experimental & Control Districts
	3. Number/Frequency of Cases Suspended after 10 days of Assignment	Number Frequency and Types of Cases Suspended after 10 days of Assignment	Investigative Assignment Files	Comparison Between Experimental & Control Districts

SUB-GOAL IV: TO INCREASE THE QUALITY OF CASE PREPARATION AND INVESTIGATIONS THROUGH IMPROVED POLICE-PROSECUTOR RELATIONSHIPS

OBJECTIVES	MEASURES	DATA	DATA SOURCE(S)	EVALUATION METHODOLOGY
A. Increase the Number of cases Accepted for Prosecution	1. Number/Frequency & Types of Cases Accepted for Prosecution	Number and Types of Cases Accepted for Prosecution	Arrest Reports/Prosecutor Feedback Form	Comparison Between Experimental & Control Districts
B. Increase the Number of Cases Resulting in Conviction	1. Number/Frequency & Types of Cases Resulting in Conviction	Number and Types of Cases Resulting in Conviction	Prosecutor Feedback Form	Comparison Between Experimental & Control Districts Comparison Between Pre and Post Implementation Periods in Experimental District
C. Increase the Amount of Police-Prosecutor Case Contact on Serious Cases Prior to Judicial Proceedings	1. Number of Times Police Meet with Prosecutor Prior to Judicial Proceedings	Number/Frequency of Contacts	Investigative Assignment Files	Experimental District Only.
	2. Elapsed Time Between Arrest Date and Conference Date	Elapsed Time	Event Reports/ Investigative Assignment File	Experimental District Only
D. Increase the Use of Prosecutor Feedback in Case Preparation	1. Number of Cases Incorporating Prosecution Feedback	Number of Times Police Receive Case Feedback	Prosecutor Feedback Form	Experimental District Only
	2. Number of Checklist Items Completed During Investigation	Number and Types of Checklist Items	Investigator Assignment Files	Experimental District Only

CONTINUED

2 OF 3

SUB-GOAL V: TO IMPROVE THE CRIMINAL INVESTIGATION PROCESS THROUGH DECENTRALIZATION OF THE DETECTIVE FUNCTION

OBJECTIVE	MEASURES	DATA	DATA SOURCE(S)	EVALUATION METHODOLOGY
A. Establish Working Relationships Between Patrol and Detective Units	1. Number of Arrests Made on Individual Effort as Opposed to Team Effort	Number of Arrests Resulting from Joint Operational Activities	Event Reports/Arrest Reports	Comparison Between Experimental & Control Districts
	2. Officer Perceptions of Cooperation	Survey Data on Perceived Cooperation	Structured Questionnaire	Comparison Between Experimental & Control Districts
B. Improve the overall Productivity of the Criminal Investigative Function	1. Increase Number of Arrests	Number/Frequency of Arrests	Event Reports/Arrest Reports	Comparison Between Experimental & Control Districts Comparison Between Pre and Post Implementation Periods in Experimental District
	2. Increase Number of Case Closures	Number/Frequency/Cases Cleared/Type Clearances	Event Reports/Investigative Assignment Files	Comparison Between Experimental & Control Districts Comparison Between Pre and Post Implementation Periods in Experimental District
	3. Increase Case Acceptance Rate for Prosecution	Number/Frequency/Cases Accepted for Prosecution	Prosecutor Feedback Form	Comparison Between Experimental & Control Districts
	4. Increase Number of Convictions for Serious Crimes	Number/Frequency/Convictions	Prosecutor Feedback Form	Comparison Between Experimental & Control Districts Comparison Between Pre and Post Implementation Periods in Experimental District
	5. Increase Efficiency of Investigative Process	Time Expended Per Investigation Man-Hour Costs Per Investigation	Investigative Assignment Files Investigative Assignment Files	Comparison Between Experimental & Control Districts Comparison Between Experimental & Control Districts

MONITORING CODING FORM AND CODE BOOK

MCI EVALUATION CODE BOOK

Note: Always Code N/A as a Blank

N = Information in Narrative
 * = Silver Spring Cases Only
 X = Item To Be Skipped

Variable #	Variable Name	Values
	Record Code	1 Digit
	Update Code	A=Add C=Change D=Delete
RDN	RD Number	7 Digits; Place a zero (0) in Column 3 followed by 6 digit RD Number
001	District	1=Rockville; 2=Bethesda; 3= Silver Spring; 4= Wheaton
002	Beat	3 Digits
003	PRA Number	3 Digits
004	Corporate Limit (C.L.)	2 Digits
005	Class Type	First 2 Digits From Class
006	Class Specific	Last 2 Digits From Class
007	Class Change	First 2 Digits From CL. CHG.
008	Class Change Specific	Last 2 Digits From CL. CHG.
100	Date 1 Occurred	Use Julian Date
101	Date 2 Occurred	If none, leave blank; otherwise use Julian Date
110	Date Reported	Use Julian Date
270A	Preliminary Witness Identified	0=none, 1=one ... 8=eight or more; if 270A=0, leave 271A, 272, 273A & B, 274, 275 A & B blank
N271A	Preliminary Witness Interviewed	0=none, 1=one ... 8=eight or more
272	Preliminary Witness #1 Name	0=no, 1=yes; If 272=0, leave 273A and 273B blank
N273A	Preliminary Witness #1 Interviewed	0=no, 1=yes
N273B	Follow-up Witness #1 Interviewed	0=no, 1=yes
274	Preliminary Witness #2 Name	0=no, 1=yes; If 274=0, leave 275A and 275B blank

Variable #	Variable Name	Values
N275A	Preliminary Witness #2 Interviewed	0=no, 1=yes
N275B	Follow-up Witness #2 Interviewed	0=no, 1=yes
270B	Follow-up Witness Identified	0=none, 1=one ... 8=eight or more; If 270B=0, leave 271B blank
N271B	Follow-up Witness Interviewed	0=none, 1=one ... 8=eight or more
*280	Preliminary Neighborhood Check Required	0=no, 1=yes; If 280=0, leave 281A, 282 and 283 blank
N281A	Preliminary Sites Checked	0=none, 1=one ... 7=seven or more, 8=undetermined
N281B	Follow-up Sites Checked	0=none, 1=same as preliminary, 2=change
282	Officers Involved	0=none, 1=one ... 8=eight or more
*283	Time Checked	Time in minutes, ex. 1 hr. 21 min.=081, 2 hr. 21 min.=141
N284	Further Checks Required	0=no, 1=yes
410A	Preliminary Suspect Description	0=no, 1=one ... 8=eight or more; If 410A=0, leave 411A to 423A blank
411A	Preliminary Suspect Name	0=no, 1=one ... 8=eight or more
412A	Preliminary Suspect Race	0=no, 1=one ... 8=eight or more
413A	Preliminary Suspect Sex	0=no, 1=one ... 8=eight or more
414A	Preliminary Suspect Age	0=no, 1=one ... 8=eight or more
415A	Preliminary Suspect Height	0=no, 1=one ... 8=eight or more
416A	Preliminary Suspect Weight	0=no, 1=one ... 8=eight or more
417A	Preliminary Suspect Build	0=no, 1=one ... 8=eight or more
418A	Preliminary Suspect Hair Color	0=no, 1=one ... 8=eight or more
419A	Preliminary Suspect Hair Style	0=no, 1=one ... 8=eight or more
420A	Preliminary Suspect Eyes	0=no, 1=one ... 8=eight or more
421A	Preliminary Suspect Clothing	0=no, 1=one ... 8=eight or more

Variable #	Variable Name	Values
422A	Preliminary Suspect Distinctive Chara.	0=no, 1=one ... 8=eight or more
423A	Preliminary Suspect Address	0=no, 1=one ... 8=eight or more
410B	Follow-up Suspect Description	0=no, 1=one ... 8=eight or more; If 410B=0, leave 411B to 420B, 422B and 423B blank
411B	Follow-up Suspect Name	0=not in preliminary or follow-up 1=one or more suspects, same as prelim. 2=more than one suspect; at least one, but not all the same 3=one or more suspects, diff. from prelim. 4=preliminary only 5=follow-up only
412B	Follow-up Suspect Race	Same as 411B
413B	Follow-up Suspect Sex	Same as 411B
414B	Follow-up Suspect Age	Note: If suspect under 21 and age within 2 years, code as same; If suspect 21 or over, and age within 5 years, code as same; same as 411B
415B	Follow-up Suspect Height	Note: If suspect height within 2 inches, code as same, otherwise code as different; same as 411B
416B	Follow-up Suspect Weight	Note: If suspect weight within 10 pounds, code as same, otherwise code as different; same as 411B
417B	Follow-up Suspect Build	Same as 411B
418B	Follow-up Suspect Hair Color	Same as 411B
419B	Follow-up Suspect Hair Style	Same as 411B
420B	Follow-up Suspect Eyes	Same as 411B
422B	Follow-up Suspect Dist. Chara.	Same as 411B
423B	Follow-up Suspect Address	Same as 411B
N430	Record Check	If suspect name not identified, leave blank; otherwise, 0=no, 1=one ... 8=eight or more

Variable #	Variable Name	Values
N431	ID Number	If suspect name not identified, leave blank; otherwise, 0=no, 1=one ... 8=eight or more
450	Warrant on File	If suspect name not identified, leave blank; otherwise, 0=none, 1=prior, 2=current, 3=prior and current
470	On-Scene Arrest	0=no, 1=patrol, 2=investigation, 3=combined
550A	Preliminary Suspect Vehicle Used in Crime	0=no, 1=yes; If 550A and 551A=0, leave 552A to 559A blank
N551A	Preliminary Suspect Vehicle Known to Operate	0=no, 1=yes; If 550A and 551A=0, leave 552A to 559A blank
552A	Preliminary Suspect Vehicle Year	0=no, 1=yes
553A	Preliminary Suspect Vehicle Make	0=no, 1=yes
554A	Preliminary Suspect Vehicle Body Style	0=no, 1=yes
555A	Preliminary Suspect Vehicle Color	0=no, 1=yes
556A	Preliminary Suspect Vehicle License	0=no, 1=yes
557A	Preliminary Suspect Vehicle State	0=no, 1=yes
558A	Preliminary Suspect Vehicle License Year	0=no, 1=yes
559A	Preliminary Suspect Vehicle Ident. Chara.	0=no, 1=yes
550B	Follow-up Vehicle Used In Crime	0=no, 1=yes; If 550B and 551B=0, leave 552B to 559B blank
N551B	Follow-up Vehicle Known to Operate	0=no, 1=yes; If 550B and 551B=0, leave 552B to 559B blank
552B	Follow-up Suspect Vehicle Year	0=not in preliminary or follow-up 1=same vehicle, same year 2=same vehicle, different year 3=different vehicle year 4=preliminary only 5=follow-up only

Variable #	Variable Name	Values
553B	Follow-up Suspect Vehicle Make	Same as 552B
554B	Follow-up Suspect Vehicle Body Style	Same as 552B
555B	Follow-up Suspect Vehicle Color	Same as 552B
556B	Follow-up Suspect Vehicle License	Same as 552B
557B	Follow-up Suspect Vehicle State	Same as 552B
558B	Follow-up Suspect Vehicle License Year	Same as 552B
559B	Follow-up Suspect Vehicle Ident. Chara.	Same as 552B
570A	Preliminary MO Identified	0=no, 1=yes; If 570A=0, leave 571A to 574A blank
571A	Preliminary Weapons or Tools	0=no, 1=yes
572A	Preliminary Point of Entry	0=no, 1=yes
573A	Preliminary Dist. Actions or Trade Marks	0=no, 1=yes
574A	Preliminary Route of Escape	0=no, 1=yes
570B	Follow-up MO Identified	0=no, 1=yes; If 570B=0, leave 571B to 574B blank
571B	Follow-up Weapons or Tools	0=not in preliminary or follow-up 1=same as preliminary 2=different from preliminary 3=preliminary only 4=follow-up only
572B	Follow-up Point of Entry	Same as 571B
573B	Follow-up Dist. Actions or Trademarks	Same as 571B
574B	Follow-up Route of Escape	Same as 571B
575	Vehicle MO Identified	0=no, 1=yes; If 575=0, leave 575A to 575F blank
575A	Ignition Locked	0=no, 1=yes, 2=unknown
575B	Keys in Vehicle Record Code Update Code	0=no, 1=yes, 2=unknown 1 Digit A=Add C=Change D>Delete
RDH	RD Number	7 Digits; place a zero (0) in Column 3 followed by 6 Digit RD Number

Variable #	Variable Name	Values
575C	Doors Locked	0=no, 1=yes, 2=unknown
575D	Windows Locked	0=no, 1=yes, 2=unknown
575E	Registration in Vehicle	0=no, 1=yes, 2=unknown
575F	Vehicle Repossessed	0=no, 1=yes, 2=unknown
N580	ID Notified	0=no, 1=yes; If 580=0, leave 581 to 583 blank
N581	ID Responded	0=no, 1=yes
582	Latents	0=no, 1=yes
583	Photographs	0=no, 1=yes
N590	Special Investigations Notified	0=no, 1=yes; If 590=0, leave 591 blank
N591	Special Investigations Responded	0=no, 1=yes
*610A	Prelim. Solv. Factor 1	0=none, 1=poor, 2=fair, 3=good, 4=excellent
*610B	Case Screen Solv. Factor 1	
*610C	Follow-up Solv. Factor 1	
*611A	Prelim. Solv. Factor 2	
*611B	Case Screen Solv. Factor 2	
*611C	Follow-up Solv. Factor 2	
*612A	Prelim. Solv. Factor 3	
*612B	Case Screen Solv. Factor 3	
*612C	Follow-up Solv. Factor 3	
*613A	Prelim. Solv. Factor 4	
*613B	Case Screen Solv. Factor 4	
*613C	Follow-up Solv. Factor 4	
*614A	Prelim. Solv. Factor 5	
*614B	Case Screen Solv. Factor 5	
*614C	Follow-up Solv. Factor 5	
*615A	Prelim. Solv. Factor 6	
*615B	Case Screen Solv. Factor 6	
*615C	Follow-up Solv. Factor 6	
*616A	Prelim. Solv. Factor 7	
*616B	Case Screen Solv. Factor 7	
*616C	Follow-up Solv. Factor 7	
*617A	Prelim. Solv. Factor 8	
*617B	Case Screen Solv. Factor 8	

Variable #	Variable Name	Values
*617C	Follow-up Solv. Factor 8	0=none, 1=poor, 2=fair, 3=good, 4=excellent
*618A	Prelim. Solv. Factor 9	
*618B	Case Screen Solv. Factor 9	
*618C	Follow-up Solv. Factor 9	
*619A	Prelim. Solv. Factor 10	
*619B	Case Screen Solv. Factor 10	
*619C	Follow-up Solv. Factor 10	
*620	Recommend Follow-up Invest.	0=no, 1=yes
*621	Supervisor's Concurrence	0=no, 1=yes
*622	Return for Incomplete Prelim. Invest.	0=no, 1=yes
*623	Return for Patrol Follow-up	0=no, 1=yes
630A	Amount of Property Stolen-Prelim.	00=none, 01=one ... 97=ninety-seven, 98=undetermined amount; If 630A=00, leave 631A blank. Note: count any money value as one item stolen
630B	Amount of Property Stolen-Follow-up	0=none, 1=same as prelim., 2=additional, 3=undetermined prelim., specified in follow-up
631A	Amount of Property Recovered - Prelim.	00=none, 01=one ... 97=ninety-seven, 98=undetermined amount. Note: count any money value as one item recovered
631B	Amount of Property Recovered - Follow-up	0=none, 1=same as prelim., 2=additional
640A	Preliminary Case Status	1=open, 2=arrest, 3=exception, 4=unfounded; If 640A=1, leave 650A blank
640B	Follow-up Case Status	1=open, 2=arrest, 3=exception, 4=unfounded; If 640B=1, leave 650B blank
650A	Preliminary Closed By	1=patrol, 2=investigations, 3=combined
650B	Follow-up Closed By	1=patrol, 2=investigations, 3=combined
670	Prelim. Invest. Officer 1	3 Digits
671	Prelim. Invest. Officer 2	3 Digits
680	Date Report Submitted	Use Julian Date
681	Date of Arrest	Use Julian Date

Variable #	Variable Name	Values
682	Date of Closure	Use Julian Date
690	Approved Supervising Officer	3 Digits
700	Screening Decision	1=suspended 2=re-entered after suspension 3=assign for follow-up (MCI) 4=assign for follow-up (patrol) If Var 700=1 or 3 or 4, leave 701 blank
701	Date Re-entered After Suspension	Use Julian Date
X702	Screening Priority	1=A 2=B 3=C
703A	Officer 1 Assigned	3 Digits
703B	Officer 2 Assigned	3 Digits; If none, leave blank
704	Date Case Assigned	Use Julian Date
705	Date Case Returned	Use Julian Date
706	Days Worked on Case	000=none, 001=one ... 002=two ... etc.
707	Suspended After Assigned	0=no, 1=yes; If Var 707=0, leave 708 blank
708	Days Suspended After Assigned	000=none, 001=one ... 002=two ... etc.
*709	Completion of Investigator's Checklist	0=no, 1=yes; If Var 709=0, leave 710A to 710E blank
*710A	Offense Items Checked	00=none, 01=one, 02=two ... etc.
*710B	Suspect Items Checked	00=none, 01=one, 02=two ... etc.
	Record Code	1 Digit
	Update Code	A=Add C=Change D>Delete
RDN	RD Number	7 Digits; place a zero (0) in column 3 followed by 6 Digit RD Number
*710C	Evidence Items Checked	00=none, 01=one, 02=two ... etc.
*710D	Arrest Items Checked	00=none, 01=one, 02=two ... etc.
*710E	Total Items Checked	01=one, 02=two ... etc.
800	Date Received by State Attorney	Use Julian Date
801	Case Feedback Form Completed	0=no, 1=yes; If Var 801=0, leave 802, 803, 806 and 807 blank

Variable #	Variable Name	Values
802	Case Acceptance	1=accepted for prosecution 2=accepted for prosecution, charge reduced 3=rejected for prosecution (not-prossed) 4=rejected for prosecution, needs further investigation 5=dismissed 6=stat 7=indicted to Circuit Court If 802=1, 6 or 7, leave 803 blank
803	Reason For Reduced Charge (Rejection) Dismissal	01=improper search and seizure 02=violation of suspect's rights 03=improper lineups and showings 04=element of offense missing or not shown 05=case does not merit prosecution (at any given time) 06=low priority at this time 07=unavailable or unwilling witness or complainant 08=other
*804	Pre-Court Police-Prosecution Conference	0=no, 1=yes
*805	Date of Conference	Use Julian Date
806	Date of Disposition	Use Julian Date
807	Disposition	01=guilty verdict 02=guilty plea 03=nolo contendere (N.C.) 04=PHV 05=not guilty 06=nolo prosec. 07=guilty of other than original charge 08=petition withdrawn 09=warned, adjusted, or counsel 10-jurisdiction waived 11=continue case without finding 12=custody awarded to 13=committed to Dept. of Social Services 14=committed to training school 15=probation 16=referred to other agency 17=restitution or fine 18=support ordered or revised 19=sentenced to correctional institution 20=suspended sentence 21=other 22=committed to mental institution

Variable #	Variable Name	Values
807 (con't)	Disposition	23=referred to psychiatric care 24=stet 25=probation w/o verdict 26=committed to Dept. of Juvenile Services 27=purchase of care 28=group home 29=protective supervision 30=committed to forestry camp 31=referred to State Dept. of Educ. 32=referred to Preventive Medicine Admin. 33=referred to Mental Retardation Admin.
808	Juvenile Aid Disposition	1=retained, 2=referred to Juvenile Court
*809	Initial Numerical Rating	00=none, 01=one ... 97=ninety-seven
*810	Case Screener Numerical Rating	00=none, 01=one ... 97=ninety-seven

MCI EVALUATION CODING FORM

VAR #	COLUMNS	DATA	VAR #	COLUMNS	DATA	VAR #	COLUMNS	DATA
REC CDE	1	1	414A	64		557A	98	
UPD CDE	2		415A	65		558A	99	
RD No.	3-9		416A	66		559A	100	
001	10		417A	67		550B	101	
002	11-13		418A	68		551B	102	
003	14-16		419A	69		552B	103	
004	17-18		420A	70		553B	104	
005	19-20		421A	71		554B	105	
006	21-22		422A	72		555B	106	
007	23-24		423A	73		556B	107	
008	25-26		410B	74		557B	108	
100	27-31		411B	75		558B	109	
101	32-36		412B	76		559B	110	
110	37-41		413B	77		570A	111	
270A	42		414B	78		571A	112	
271A	43		415B	79		572A	113	
272	44		416B	80		573A	114	
273A	45		417B	81		574A	115	
273B	46		418B	82		570B	116	
274	47		419B	83		571B	117	
275A	48		420B	84		572B	118	
275B	49		422B	85		573B	119	
270B	50		423B	86		574B	120	
271B	51		430	87		575	121	
280	52		431	88		575A	122	
281A	53		450	89		575B	123	
281B	54		470	90				
282	55		550A	91				
283	56-58		551A	92				
284	59		552A	93				
410A	60		553A	94				
411A	61		554A	95				
412A	62		555A	96				
413A	63		556A	97				

MCI EVALUATION CODING FORM

VAR #	COLUMNS	DATA	VAR #	COLUMNS	DATA	VAR #	COLUMNS	DATA
REC CDE	1	2	617A	41		706	111-113	
UPD CDE	2		617B	42		707	114	
RD No.	3-9		617C	43		708	115-117	
575C	10		618A	44		709	118	
575D	11		618B	45		710A	119-120	
575E	12		618C	46		710B	121-122	
575F	13		619A	47				
580	14		619B	48				
581	15		619C	49				
582	16		620	50				
583	17		621	51				
590	18		622	52				
591	19		623	53				
610A	20		630A	54-55				
610B	21		630B	56				
610C	22		631A	57-58				
611A	23		631B	59				
611B	24		640A	60				
611C	25		640B	61				
612A	26		650A	62				
612B	27		650B	63				
612C	28		670	64-66				
613A	29		671	67-69				
613B	30		680	70-74				
613C	31		681	75-79				
614A	32		682	80-84				
614B	33		690	85-87				
614C	34		700	88				
615A	35		701	89-93				
615B	36		702	94				
615C	37		703A	95-97				
616A	38		703B	98-100				
616B	39		704	101-105				
616C	40		705	106-110				

MCI EVALUATION CODING FORM

VAR #	COLUMNS	DATA
REC CDE	1	3
UPD CDE	2	
RD No.	3-9	
710C	10-11	
710D	12-13	
710E	14-15	
800	16-20	
801	21	
802	22	
803	23-24	
804	25	
805	26-30	
806	31-35	
807	36-37	
808	38	
809	39-40	
810	41-42	

SECTION VIII

CONCLUSIONS

CONCLUSIONS

THE MONTGOMERY COUNTY DEPARTMENT OF POLICE HAS RELATED ITS EXPERIENCES TO DATE WITH THE APPLICATION OF THE M.C.I. SYSTEM. WITHIN THIS MANUAL, EACH COMPONENT HAS BEEN EXAMINED IN REFERENCE MONTGOMERY COUNTY'S PROCEDURES PRIOR TO THE M.C.I. IMPLEMENTATION, AND OUR OBSERVATIONS OF THE EFFECT THAT EACH M.C.I. COMPONENT HAS HAD ON THIS DEPARTMENT.

MANAGEMENT CONCLUSIONS

THE MONTGOMERY COUNTY DEPARTMENT OF POLICE ENTERED INTO THE M.C.I. FIELD TEST IN A CONCENTRATED EFFORT TO ASCERTAIN 'IMPROVED METHODS'. THE M.C.I. PROJECT WAS UNDERTAKEN WITH A SINCERE COMMITMENT TO AFFIRMATIVE CHANGE IN AN UNBIASED ATMOSPHERE. THIS OBJECTIVE ATTITUDE OF THE PERSONNEL INVOLVED IN THE PROGRAM HAS BEEN THE FOUNDATION OF ITS SUCCESS.

TO DATE, IN THE OPERATIONAL PHASES, THE M.C.I. CONCEPT HAS PROVEN TO BE BOTH A MORE EFFICIENT AND APPLICABLE MANAGEMENT METHOD THAN THOSE OF PAST TRADITION.

SECTION IX

CONFERENCE PARTICIPANTS

CONFERENCE PARTICIPANTS

DELAWARE

DOVER POLICE DEPARTMENT
400 S. QUEEN STREET
DOVER, DELAWARE 19901

NEW CASTLE COUNTY POLICE DEPARTMENT
WILMINGTON, DELAWARE 19735

NEWARK POLICE DEPARTMENT
26 ACADEMY STREET
NEWARK, DELAWARE 19711

STATE DETECTIVE
PUBLIC BUILDING
WILMINGTON, DELAWARE 19801

STATE POLICE DIVISION
P.O. BOX 151
DOVER, DELAWARE 19901

WILMINGTON BUREAU OF POLICE
10TH AND KING
WILMINGTON, DELAWARE 19801

DISTRICT OF COLUMBIA

L. E. A. A.
WASHINGTON, D. C.

METROPOLITAN POLICE
300 INDIANA AVENUE, N. W.
WASHINGTON, D. C. 20001

U. S. PARK POLICE
1100 OHIO DRIVE, S. W.
WASHINGTON, D. C. 20242

MARYLAND

CUMBERLAND POLICE DEPARTMENT
CUMBERLAND, MARYLAND 21502

EASTON POLICE DEPARTMENT
16 S. HARRISON STREET
EASTON, MARYLAND 21601

FREDERICK CITY POLICE DEPARTMENT
731 N. MARKET STREET
FREDERICK, MARYLAND 21701

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31 S. SUMMIT AVENUE
GAITHERSBURG, MARYLAND 20760

HAGERSTOWN POLICE DEPARTMENT
CITY HALL - 4TH FLOOR
HAGERSTOWN, MARYLAND 21740

HOWARD COUNTY POLICE DEPARTMENT
FELS LANE
ELLICOTT CITY, MARYLAND 21043

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PLANNING COMMISSION
SILVER SPRING, MARYLAND 20907

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PIKESVILLE, MARYLAND 21208

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ANNAPOLIS, MARYLAND 21401

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410 ADDISON ROAD
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TAKOMA PARK, MARYLAND 20012

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CITY HALL
WESTMINSTER, MARYLAND 21157

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TOWSON, MARYLAND 21204

OREGON

MULTNOMAH COUNTY SHERIFF'S OFFICE
12240 N. E. GLISEN STREET
PORTLAND, OREGON 97230

PENNSYLVANIA

DELAWARE COUNTY BUREAU OF
CRIMINAL INVESTIGATIONS
COURTHOUSE
MEDIA, PENNSYLVANIA 19063

LOWER MERION POLICE DEPARTMENT
91 E. LANCASTER AVENUE
ARDMORE, PENNSYLVANIA 19003

PENN HILLS POLICE DEPARTMENT
12245 FRANKTOWN ROAD
PITTSBURG, PENNSYLVANIA 15235

PENNSYLVANIA STATE POLICE
CRIME INVESTIGATIONS BUREAU
614 HIGHWAY AND SAFETY BUILDING
HARRISBURG, PENNSYLVANIA 17120

STATE COLLEGE POLICE
S. FRASER STREET
STATE COLLEGE, PENNSYLVANIA 16801

UPPER MERION POLICE DEPARTMENT
175 W. VALLEY FORGE
KING OF PRUSSIA, PENNSYLVANIA 19406

YORK POLICE DEPARTMENT
KING AND BEAVER STREETS
YORK, PENNSYLVANIA 17401

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2100 15TH STREET, N.
ARLINGTON, VIRGINIA 20001

BUREAU OF POLICE
COURTHOUSE COMPLEX
PETERSBURG, VIRGINIA 23803

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FAIRFAX, VIRGINIA 22030

FAIRFAX COUNTY POLICE DEPARTMENT
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FAIRFAX, VIRGINIA 22030

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FREDERICKSBURG, VIRGINIA 22401

LYNCHBURG POLICE DEPARTMENT
P. O. BOX 60
LYNCHBURG, VIRGINIA 24505

NORFOLK POLICE DEPARTMENT
811 E. CITY HALL AVENUE
NORFOLK, VIRGINIA 23510

PORTSMOUTH POLICE DEPARTMENT
NORTH AND GREEN STREETS
PORTSMOUTH, VIRGINIA 23704

PRINCE WILLIAM COUNTY POLICE
9300 LEE AVENUE
MANASSAS, VIRGINIA 22110

VIENNA POLICE DEPARTMENT
127 S. CENTER STREET
VIENNA, VIRGINIA 22180

VIRGINIA BEACH POLICE DEPARTMENT
CITY HALL
VIRGINIA BEACH, VIRGINIA 23456

WILLIAMSBURG POLICE DEPARTMENT
WILLIAMSBURG, VIRGINIA 23185

END