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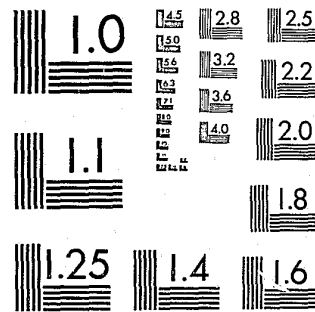
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An
EVALUATION
of the
INVESTIGATIVE MANAGEMENT
INFORMATION SYSTEM

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ACQUISITIONS

An

EVALUATION

of the

Colorado Springs Police Department

INVESTIGATIVE MANAGEMENT INFORMATION SYSTEM

(IMIS)

Kristann S. Jones
Cost Benefit

December 30, 1982

EXECUTIVE SUMMARY

The Investigative Management Information System (IMIS) was funded through a Law Enforcement Assistant Administration grant to the International Association of Chiefs of Police. The Colorado Springs Police Department (CSPD) was selected as a pilot site to test software developed by Simcon, Incorporated.

IMIS offers numerous reports for the management and evaluation of investigative functions. It provides the baseline and subsequent data whereby the impact of improved management practices might be evaluated. IMIS also provides the means whereby feedback on case status can be provided to the patrol officer who conducted the initial investigation, as well as the victim of the crime. In addition, IMIS provides the mechanism whereby feedback can be provided from prosecutors to the police department.

The purpose of the present paper is to provide an assessment of the current status of IMIS, as well as to provide recommendations whereby IMIS might be improved. This evaluation was conducted through interviews with key users, the review of available documentation and the analysis of findings.

Shortcomings of IMIS are currently found in its accuracy and timeliness and hence its lack of present utilization. Recommendations are offered concerning the fostering of improved acceptance by investigations managers and procedures for improving the accuracy of the system.

IMIS currently includes but a fraction of the data elements for which it was designed. Data are entered only for cases assigned to investigators, thus limiting the amount of feedback which can be provided to patrol officers and victims. (Such reports are also not currently provided.) Solvability factors are not entered, nor is routine prosecutorial feedback.

The majority of reports suggested in the IMIS users manual have been produced without difficulty. Problems are not with the software nor with the conceived purpose of this system, but rather with its current operation.

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IMIS continues to offer the promise of greatly improved investigations management. All of the ingredients are there. It is up to the Detective Bureau to take advantage of them.

The present report will reexamine the benefits to be obtained from the Investigative Management Information System (IMIS). It will provide information on the current status of IMIS within the Colorado Springs Police Department (CSPD). It will examine some of the discrepancies between the current operation and the ideal, the reasons for these discrepancies and recommendations concerning the manner in which IMIS can be expected to more fully fulfill its mission.

BACKGROUND OF IMIS

The CSPD was selected as a site for the pilot implementation of IMIS. This system was developed by Simcon. The CSPD application was funded through a Law Enforcement Assistance Administration (LEAA) grant to the International Association of Chiefs of Police (IACP).

IMIS was created as a theoretical model for providing factual information as input to decision making with regard to the management of criminal investigations. The concept of IMIS assumes the following:

1. That the Detective Bureau wants to know how effective they currently are,

2. That the Bureau wants to improve,

3. That they believe they can improve, and

4. That they want to know the specific ways in which they can improve.

It should be noted that the concept of applying statistics to the management of investigations is a somewhat radical one. The management of criminal investigations has in the past involved:

1. The screening of cases to be assigned to investigators for followup,[1]

2. The assignment of cases to investigators on a case-by-case basis, and

3. The periodic review of investigator workload by sergeants.

Although manual systems have been developed for the tracking of workload statistics, it is not known by this writer as to what extent these manual systems are actually employed.

To the rational decision maker, IMIS offers numerous advantages over a manual system. It provides feedback on the management of individual cases, investigator and unit workloads, and the activities and effectiveness of the Bureau as a whole. IMIS reports are envisioned as providing input into such desisions as:

1. What cases should be assigned and to whom;

2. What investigators and what units should be rewarded/not rewarded through the performance review process, and

3. The units or categories of offenses where changes (including added resources) might be required.

IMIS provides a method whereby benchmark data might be provided and whereby subsequent data might be compared against benchmark data to evaluate the effectiveness of changes (including added resources). It provides statistics which might be used to justify budgetary and/or other administrative decisions.

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[1]A report by Wm. Gay of the University City Science Center indicates that screening at CSPD is done on the basis of the priority of the case and the availability of manpower to accept the case. Solvability factors are not formally used in this process, nor is crime analysis. Assignment is done on a case-by-case basis with no attempt to group like cases.

The most radical aspect of IMIS is that it is not just an internal system. IMIS provides explicit methods for feedback to the following groups:

1. Patrol, for tracking the disposition of cases reported to patrol;

2. Victims, for reporting of ongoing handling and disposition of cases; and

3. Administration, for periodic report cards on the effectiveness of investigations management.

IMIS also provides a module for inputting feedback from prosecution - not just how the case was disposed of, but also the reasons. This type of feedback might theoretically provide the basis by which investigations management might be improved (see Table 1 for the types of data elements available).

Table 1. IMIS data elements

Data element	Required	Used
1. Case number	X	X
2. Type of offense	X	X
3. Date offense reported	X	X
4. Location of offense	X	X
5. ID of preliminary investigator (patrol)	X	X
6. ID of supervisor of preliminary investigation		
7. Division conducting preliminary investigation	X	
8. Case status recommended after preliminary investigation:	X	X
a. Active		
b. Inactive		
c. Suspended		
d. Closed by arrest		
e. Closed by referral		
f. Administrative clearance		
g. Exceptional clearance		
h. Unfounded		
9. Related cases		
10. Solvability factors		
a. Arrest		
b. Witness		
c. Suspect name		

Table 1. IMIS data elements (continued)

Data element	Required	Used
d. Suspect location		
e. Suspect description		
f. Suspect identification		
g. Suspect vehicle		
h. Stolen property which can be traced		
i. Significant MO		
j. Possession of physical evidence		
k. Judgment regarding solvability		
l. Limited opportunity for investigation		
11. Solvability scores	X	X
12. Date case assigned to investigations		X
13. Next scheduled review date	X	X
14. ID of detective	X	X
15. Investigative unit		X
16. ID of supervisor of detective	X	X
17. Date of final police action		
18. Type of final police action:		
a. Inactive		
b. Closed by arrest		
c. Closed by referral		
d. Administrative clearance		
e. Exceptional clearance		
f. Unfounded		X
19. Reason for final police action:		
a. Leads exhausted		
b. Low priority		
c. Requires excessive resources		
d. Warrant refused		
e. Property recovered		
f. Suspect charged with another case		
g. Warrant issued		
20. Number of victims (room in file, data element 21-27 for 8 victims)	X X	X X
21. Type of victim:		
a. Individual		
b. Business		
c. Government		
d. Other	X	X
22. Victim's name		X
23. Victim's address		X
24. Victim's city		X
25. Victim's state		
26. Victim's ZIP code		X
27. Victim's phone number		
28-32. [Spare files]		

Table 1. IMIS data elements (continued)

Data element	Required	Used
Update Files		
1. Prosecutor action:		X
a. Sent to prosecutor		
b. Rejected		
c. Accepted		
d. Accepted with reduced charge		
e. Final disposition		
f. No disposition		
2. Reasons rejected by prosecution:		X
a. Improper S&S		
b. Miranda		
c. Improper lineup		
d. Elements missing		
e. Doesn't merit		
f. Low priority		
g. Unavailable witness		
h. Further investigation		
i. Other		
3. Final judicial disposition:		
a. Dismissed by the court		
b. Guilty verdict		
c. Probin w/o verdict		
d. Guilty of other charges		
e. Guilty plea		
f. Not guilty		
g. Nolo contendere		
h. Nolle prosequi		

Therefore, IMIS does imply a certain amount of risk taking. There is a potential for improved investigations management, yes. There is also great potential for being held more accountable than in the past. The present paper will explore the manner in which the CSPD accepted this new responsibility, the limitations in this approach and the work that needs to be done to ensure that the concept of IMIS becomes a more viable one in the future.

PROGRESS OF IMIS

A Durango F-85 microprocessor was received prior to January 1, 1982. It is housed in the CSPD Operations Resource Unit (ORU) with two remote terminals for data entry located in the Detective Bureau. Software was provided by Simcon, Incorporated of McLean, Virginia. The intelligence analyst, located in the ORU, assisted the Detective Bureau in working out the necessary software problems to make both input and output modes of the system operational.

Beginning on January 1, 1982, information was to be input on all cases assigned to investigators within the Detective Bureau. Although files are available in IMIS to provide for storage of information concerning all offense reports taken by police officers and all investigative work done by police officers, the decision was made that resources were inadequate to enter this much data at the present time.[1]

Data currently input at the Detective Bureau are indicated in Table 1 on page 5. These data elements are summarized below in Table 2. In other words, although room in the IMIS files exists for providing feedback to patrol on unworked cases, these data are not collected; nor is information on solvability factors or related cases. It is understood that these types of information can be added onto the system at a later date, yet it should also be understood that the full potential of the system is not, at present, being realized.

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[1]Note that without this information, patrol officers can only be informed of cases assigned. There would be no information on cases not assigned and the reasons for not assigning these cases. Note that about 3-1/2 Part I offense reports are taken by patrol officers for every case assigned to investigations.

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Table 2.

Type of data	Entered	
	Yes	No
Handling of case by patrol	X[1]	
Use of solvability factors in assigning the case		X
Cross-reference to related cases		X
Handling of case by investigation	X	
Reason for disposition by investigations	X	
Victim information	X[2]	
Feedback from prosecution on case disposition and reasons therefor	X[3]	

[1]Only for cases subsequently assigned for investigation.
[2]Does not include ZIP code.
[3]Where available.

There are two points for entry of data into IMIS: (1) when the case is assigned to an investigator and (2) when the status of the case changes (see Figure A). All necessary information is drawn from the offense report with four exceptions: the date the case was assigned for investigation, the name of the investigator to whom the case was assigned, the name of the supervisor of the investigator, and the date of case review. Spaces requesting these data elements are stamped on a copy of the face sheet by the sergeant. When the investigator receives the case, he fills in the required information and forwards the face sheet to the IMIS data entry operator (see Figure A).

The writer could locate no written procedures concerning this process. There were no procedures, for example, to ensure that the sergeant or the investigator had followed this practice. There are no procedures for verifying data entered, whether this be in the process of data entry or in the comparison of entered data with other manual sources. There are also no known procedures for using the IMIS output other than the description of reports appearing in Appendix A.
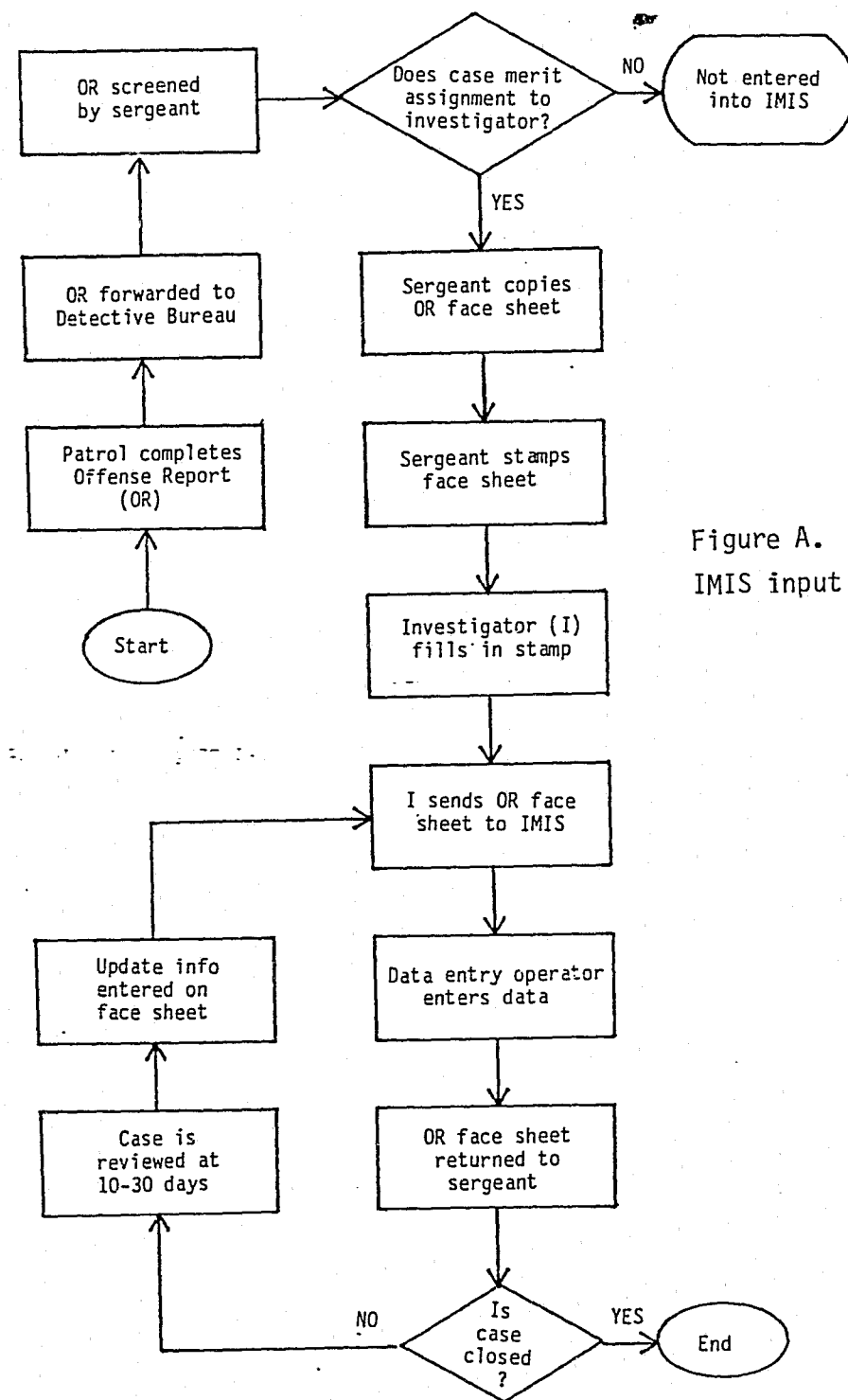
9

Figure A.
IMIS input process

Flowchart (Figure A) boxes:

- Start
- Patrol completes Offense Report (OR)
- OR forwarded to Detective Bureau
- OR screened by sergeant
- Does case merit assignment to investigator? — NO → Not entered into IMIS; YES ↓
- Sergeant copies OR face sheet
- Sergeant stamps face sheet
- Investigator (I) fills in stamp
- I sends OR face sheet to IMIS
- Data entry operator enters data
- OR face sheet returned to sergeant
- Is case closed? — NO → Case is reviewed at 10-30 days → Update info entered on face sheet → I sends OR face sheet to IMIS; YES → End

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Table 3. IMIS reports

Type of report	Periodicity	Chief	Dep Chief	Captain	Lieutenant	Sergeant	Secretarys	Prosecutor
1. Case intake analysis report	Monthly			X	X	X		
2. Case assignment/patrol	--							
3. Case assignment/investigator	Monthly					X		
4. Investigator workload summary	Monthly				X	X		
5. Case review list	Weekly					X		
6. Case aging summary report by offense type	Monthly				X	X		
7. Case aging summary report by investigation ID	Twice monthly				X	X		
8. Case listing by victim	Weekly						X	
9. Case listing by case number	Monthly					X		X
10. Investigative assessment report	Quarterly	X	X	X	X			
11. Prosecution outcome assessment report	Quarterly	X	X	X	X			

In September and October, the intelligence analyst prepared the reports which are outlined in Table 3 and which are described in more detail in Appendix B. These reports were distributed in the prescribed amnner without further instruction as to how they were to be used or evaluated by the user.

No further periodic reports were produced due to the fact that data entry terminated for a period of time due to the loss of a person to perform the data entry function. Data are expected to be up-to-date in January and new reports prepared at that time.

The process of data entry on an ongoing basis of the data elements indicated in Table 1, page 5, is said to take one hour per day with the remainder of the data entry operator's time consumed with secretarial duties. There are two cathode ray terminals (CRTs) in the Detective Bureau. One is used for IMIS data entry. The other is used in the Juvenile Division for the entry of juvenile referral and complaint forms (not IMIS).

The Durango F-85 is described as "multi-tasking." Stored upon this system is not only IMIS, but also the ORU's FIR and suspect/vehicle files. Only one user can access the Durango at one time. So, if the ORU is using the microprocessor, the Detective Bureau cannot use it and vice versa.

Although some value would be found in using the CRT to make inquiries of IMIS, this is in part not feasible due to the above access problem. The data entry operator said that requests to her for inquiries were extremely rare.

A new Durango microprocessor has been ordered. This microprocessor is intended for use by the Detective Bureau alone and, as such, is expected to alleviate this access problem. Part of the new computer will be a letter-quality printer which is intended to enable periodic notification to victims of the status and/or disposition of their cases.

EVALUATION OF IMIS

In December 1982, the writer undertook an evaluation of IMIS. This assessment included user interviews, the review of available documentation and an analysis of current IMIS operation in relation to that which was intended.

One of the first problems noted was the apparent inaccuracy of the system. The system was acknowledged by all those interviewed to be out of date as of November 15 due to the loss of the data entry operator. Before that point, however, at least two efforts were made by users to evaluate the accuracy of IMIS on a systematic basis.

One of these methods involved a comparison of IMIS reports with manual logs. This was done in conjunction with the investigation workload summaries for November 1, 1982, and November 18, 1982. The first analysis resulted in the finding that one-third of the cases in one division were missing and that one-tenth had some sort of error. In the second report, after attempts had been made to remedy previous errors, one-seventh of the cases were found to be missing.

In the second analysis of IMIS accuracy, the intelligence analyst compared IMIS records of cases referred for prosecution with output from the prosecutor's management information system (PROMIS). This analysis resulted in only a 50 percent accuracy rate, although it is unknown whether this lack of consistency was due alone to errors in IMIS or whether it might be due to problems of incompatible definitions and/or PROMIS errors.

Responses of Investigations to the distribution of IMIS reports were said to be (1) rejection due to accuracy problems and (2) lack of understanding as what could/should be done with the reports. As mentioned earlier, there were no documented procedures for ensuring the accuracy of data, for holding persons responsible for this accuracy, for for the utilization of specific reports. As can be seen from Appendix B, the descriptions of reports taken from the IMIS manual and distributed with the initial reports were, in the writer's opinion, difficult to understand.

Users and potential users of IMIS exhibited a lack of knowledge as to the advantages of IMIS over present manual systems. The captain himself said, "I like the manual system. It's reasonable." The lieutenant who was interviewed felt the IMIS was doomed to a level of lower accuracy than the manual system. All persons interviewed expressed a lack of accountability for the accuracy of the system and a lack of understanding as to how the system might be rendered more accurate. The captain expressed his conviction that the system would be 100 percent implemented and presumably up-to-date and error-free by 1983, yet the manner in which this was to be accomplished was unspecified.

The issue of accuracy is an extremely important one. Until Investigation's personnel are convinced of IMIS''s accuracy, they will continue to denigrate the use of the system for management or performance-evaluation purposes. It is difficult to conceive of the release of case-status information to victims without more accountability for the issue of accuracy. The victims' response to accurate case-status information is risky enough without releasing inaccurate information.

Another serious problem is the apparent lack of understanding as to how IMIS can specifically be used to improve investigations management. Ideally, a new system is created with the understanding that it will meet some currently unmet need of the users. Since this input was apparently not provided from Investigations managers prior to the implementation of IMIS, it is apparent that more of this work must be done now. Clearly no one will support a system which promises to deliver more harm than benefit. Supervisors must realize that IMIS can help them. Otherwise, there are too many means for potential sabotage.

RECOMMENDATIONS

IMIS is not so large or unwieldy that it cannot be improved to the point that it is accepted and utilized by Investigations managers. There are but three lieutenants and five sergeants who carry the major responsibility for the operation and utilization of IMIS. Not until these persons have accepted IMIS and their responsibilities for IMIS, can IMIS be expanded to provide feedback to victims and patrol officers, and from prosecutors. In other words, IMIS can be improved such that it is more and more useful and valuable, but only after certain basic requirements are realized.

The following recommendations are offered as consistent with the above observations.

1. Assign a person (IMIS coordinator) to be held responsible and accountable for overall system accuracy and coordination. This person will report to the Captain of the Detective Bureau. He/she will develop necessary procedures, monitor their utilization and make periodic reports to the Captain.

2. Obtain input from the needs of users. Show how IMIS can be tailored to respond to these needs.

3. Obtain input from users as to how IMIS's accuracy might be improved. Use this feedback to develop a system for ensuring accuracy and accountability.

4. Set up a mechanism for ongoing interaction between IMIS administration and IMIS users:

    a. Show how system can work.

    b. Show how system should work.

    c. Explain procedures by which each user will be held accountable for the accuracy of their input.

    d. Provide ongoing exercises for utilizing IMIS output.

5. Establish procedures for accountability of the accuracy of the system:

    a. Data entry operators will maintain a log of data entered on each day.

    b. A procedure will be established whereby data entry operators verify the accuracy of their own work and ensure that data thought to be entered on a particular day have, in fact, been stored in the machine.

    c. The above procedures are designed to hold data entry operators more accountable for accuracy. The assistance of Investigations managers will also be enlisted. This topic will be discussed below.

    d. Procedures should be established whereby sergeants periodically review IMIS reports in relation to their own manual records:

(1)   Schedules should be established for the review of their findings with both data entry personnel and lieutenants. Unresolved problems should be escalated to the IMIS coordinator.

(2)   Sergeants should clearly be held accountable by lieutenants for the accuracy of IMIS records in their unit.

e.   In a similar fashion, lieutenants should conduct periodic reconciliations of their records with those of their sergeants. Their findings should be periodically reported to the captain.

f.   The captain should be held ultimately responsible for both the accuracy and the utilization of the system.   He should thus take seriously the above reviews with sergeants and lieutenants.   He should realize that overall system accuracy is his responsibility - whether this be enforced through the data entry process or the above review process.   Problems cannot be attributed to the computer. They are all attributed to human problems.   These problems lie within the Detective Bureau.   They are all solvable.   Lack of attention to these problems should be perceived as lack of support for the system.

6. Evaluate the need for access to the terminals for on-line inquiries. If such is deemed to be a requirement, a schedule may need to be established for such access.   User interviews revealed the possible need for more terminals.   This expressed need should be further evaluated.

7.   Work towards the development of a feedback loop from the District Attorney's office to IMIS.   Do whatever needs to be done to operationalize this module.   It represents the bottomline effectiveness measure for the entire investigative function.

8.   Realize that the system will not be fully operationalized until all offense reports are entered:

a.   Police officers and victims will both want feedback on cases not assigned and reasons therefor, as well as the status of cases assigned.

b.   Evaluate what needs to be done to provide adequate resources to enter all offense reports.[1]

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[1]Note that only one hour per day is currently required for data entry.

9.   Withhold release of information to victims until all problems of inaccuracy, incompleteness and lack of timeliness are satisfactorily addressed.

APPENDIX A

COLORADO SPRINGS CASE MANAGEMENT SYSTEM

The Investigations Division of the Colorado Springs Police Department is currently implementing an automated case management system. The initialization and testing of this system will be completed and it will be operational by January 1, 1982.

The Investigation Management Information System (I.M.I.S.) is a software package which operates on the Crime Analysis Unit's Microprocessor (Durango F-85). Information is stored on a winchester-type 24 megabyte fixed disk. The data can be entered, updated and queried from the Investigations Divsion by means of two remote terminals. The I.M.I.S. System will operate in a multi-tasking environment which also includes a Crime Classification System, a Police Management System and a Crime Analysis Support System. The I.M.I.S. package was developed by Simcon Incorporated of McLean, Virginia, which also developed the other software packages installed on the microprocessor.

The software is designed for use by non-programmers. The I.M.I.S. system is interactive; the operator communicates with the system using a terminal consisting of a keyboard and a display screen. At the terminal, the operator enters information into the system or looks up information stored in the system. I.M.I.S. is a menu-driven system, the screen displays a menu and the operator selects an option from the menu leading to the desired function. A function may consist of entering data, looking up information, or requesting a report from the printer. The system uses screen prompts extensively to guide the operator through step-by-step procedures. For entering new data into a file or updating a previous file entry, the system provides a fill-in-the-blank screen display composed of data elements. The operator simply types in the

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information, verifies the entry visually, corrects any errors, and strikes the "RETURN" key. For example, when the operator enters appropriate data in response to system prompts in the Reports Generation module, the system compiles and prints reports. In response to inquiries about specific information, the system automatically retrieves the data and displays it on the screen. Operators may make inquiries in a variety of ways including name searches, direct key inquiries, and special searches using different data elements.

The Investigation Management Information System Project defines an automated data base and associated computer programs designed to help manage criminal investigations within police departments. The specific system objectives are to collect and present information to:

* Manage Investigative Workload
* Assess Unit and Individual Performance
* Monitor Case Status
* Support Budget Requests
* Provide Victim/Witness Feedback

The content of the data base and the reports to be generated from it support the needs of the following user groups:

* Initial Investigators
* Patrol Supervisors and Commanders
* Criminal Investigation Units and Supervisors
* Mid- and Top-Level Managers in CI and Patrol
* Inspectors and Auditors
* Crime Analysts/Coordinators

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The System is not intended to be a total management information system for criminal records nor to replace or provide UCR accounting responsibilities. It provides the basic data and processing capabilities for managing, tracking and evaluating criminal investigations and monitoring associated investigator workloads and performance, replacing manual procedures currently used in the Investigation Division.

CASE INTAKE ANALYSIS REPORT (#1)

DESCRIPTION: The Case Intake Analysis Report provides a workload summary for investigation and/or Patrol unit supervisors based upon a user-specified time period. It includes a count by offense type of all new and reactivated cases plus those carried over into the reporting period to show total input case load by offense for the desired reporting period. The report also includes the number and corresponding percentage of all new and reactivated cases handled by patrol or detective burea, the offenses solved by the preliminary investigator, those cases suspended/inactive, and the cases that were assigned for follow-up investigation. The report was designed to be run on a monthly basis, but the option to run it against a date range is provided.

REPORT POPULATION: Cases counted are those reported this period, those reactivated this period, and those that were already active at the beginning of the reporting period (carry-overs).

SUPERVISORY USE:

* Provides a "snapshot" of the total investigative workload by offense type.

* Provides a ready reference of quantitative data for each offense type.

* Allows comparison of levels of activity by offense types in certain functionally specialized investigation divisions.

* Compares to reports from previous periods, usually months, plus or minus workload increases with an examination of the effect on inactive cases.

* The reports serve, when properly grouped, as a baseline data set for developing investigative resource allocation methods.

DATE OF DISTRIBUTION: First of the month.

RECOMMENDED DISTRIBUTION:

Investigation Supervisors (Sgts)
Investigations Commanders (Lts)
Investigations Captain

NOTES:

(1) All status counts are based on preliminary recommendations.

(2) Percentages of cases closed, suspended, inactive and assigned are based on total new cases.

CASE ASSIGNMENT/PATROL (#2)

Not currently used (only cases assigned to investigation are entered).

CASE ASSIGNMENT/INVESTIGATORS (#3)

DESCRIPTION: The Case Assignment Report by investigator provides a listing of all new cases assigned to detectives in CID. The data elements provided are the offense type, case number, area of occurrence, date the offense occurred, date the case was assigned, the preliminary investigator's ID, date of reassignment (when applicable, scheduled review date, solvability score, related cases (yes/no), supervisor's ID, and the case age in days (from date reported to the current report date).

REPORT POPULATION: Cases assigned to personnel in the Investigations Division during the reported period.

SUPERVISORY USE:

* Provides a listing of cases assigned to each investigator. As such, it provides data on the workload of each detective/investigator in the CID.

* Provides a method for monitoring the workloads of each investigator.

* By use of the "Case Aging" field on the report, action reports may be generated or required based on certain policy parameters, i.e., ten days from last review date, case over fifteen days old, etc.

* Provides a ready reference of investigative assignments.

* Can be used as a "turnaround" document to verify the accuracy of system records by distributing the report to each investigator.

DATE OF DISTRIBUTION: First of the month.

RECOMMENDED DISTRIBUTION: Investigation Sergeants

NOTES:

(1) Cases are selected according to investigator's division as shown in the personnel file. See note on previous report.

(2) Case age is the number of days from case date reported.

(3) A case will be listed under each officer assigned when two persons are assigned to the same case.

INVESTIGATOR WORK LOAD SUMMARY (#4)

DESCRIPTION: The Investigator Work Load Summary Report provides summary statistics on current case throughput by investigator ID for each detective in the CID Division. Total case load is broken into cases carried over, new cases, cases reassigned, and cases reactivated. the case closure data elements reflect unfound cases, arrests and referred, exceptional, administrative, and inactive cases. The data elements also show the corresponding percentages as they relate to total case load.

REPORT POPULATION: Cases assigned (initially or via reassignment/reactivation) to personnel in the Investigations Division this reporting period and cases assigned earlier but still active at the beginning of the reporting period.

SUPERVISORY USE:

* Provides summary statistics on the workload and case closure activity of each investigator.

* Allows activity comparison among investigators within the same reporting period. When used in conjunction with similar reports from previous months (reporting periods), can be used for developing investigator assignment profile.

* The statistics produced as "Totals" at the end of the report can serve as baseline workload data for the entire CID for the reporting period and can be used in conjunction with prior similar reports for analytical purposes. However, when two investigators are assigned to the same case, the totals are misleading and should not be used. Therefore, the utility of these totals is dependent upon the case assignment policy of the user agency.

DATE OF DISTRIBUTION: First of the month.

RECOMMENDED DISTRIBUTION:

Investigation Supervisors (Lts)
Investigation Captain

NOTES:

(1) If a case is assigned and then reassigned during the same reporting period, it will be counted as reassigned and appear in the totals of the investigator to whom the case was reassigned. It will not be counted in the workload of the originally assigned investigator(s).

(2) Cases will be double counted when two investigators are assigned to the same case. It is individual workloads that are being measured.

CASE REVIEW LIST (#5)

DESCRIPTION: The Case Review List gives the investigative unit supervisor a daily report of active cases that are due for review on or before the day the report was run. The data elements include offense type, case number, investigator's last name and ID number, unit ID, date the offense was reported, date assigned, date reassigned (when applicable), review date, number current status, and the case age in days (from date reported). The report is run against the Current file. Cases which are 5 or more days overdue for review are flagged.

REPORT POPULATION: All cases for which current status is ACT or SUS, and scheduled review date is equal to or earlier than the current date.

SUPERVISORY USE:

* This report, which should be run each work day, acts an automated "tickler" for cases due for review.

* This report also acts as a list to ensure that system maintenance is completed. Case actions must be updated, review dates changed, and when necessary, assignments modified. In order for IMIS to be an effective management tool, data entry and file updates must be timely. This report assists in the process.

* The review list can also be used to require action reports on specific policy-defined case criteria based on review date.

DATES OF DISTRIBUTION: First of each week.

RECOMMENDED DISTRIBUTION: Investigations Supervisors (Sgts)

NOTES:

(1) Cases five or more days overdue for review will be preceded by asterisks.

(2) A page break will be executed for each supervisor.

CASE AGING SUMMARY REPORT BY OFFENSE TYPE (#6)

DESCRIPTION: The Case Aging Summary Report summarizes the age of the Active offense into four (4) againg categories. The report totals all offense types and gives a department total. Case aging is determined from the date the case was reported until the date the report was run. The report can be processed at the user's discretion. Cases summarized by offense type.

REPORT POPULATION: All cases for which current status is ACT is SUS.

SUPERVISORY USE:

* This report produces statistics on all active cases by offense type and time in days parameters to create an "age" profile.

* The report should be run at least monthly and examined against records from the prior reporting period to ensure that active cases are not being held for unreasonable periods.

* The report can be used by analytical personnel in evaluating the effects of changing case assignment criteria and solvability factor weighting.

* The report can be used in conjunction with investigator "aged" report to determine deviations from the norm or outstanding exceptions.

DATE OF DISTRIBUTION: First of the month.

RECOMMENDED DISTRIBUTION:

Investigation Supervisors (Sgts)
Investigations Commanders (Lts)

NOTES: None

CASE AGING SUMMARY REPORT BY INVESTIGATOR ID (#7)

DESCRIPTION: The Case Aging Summary Report summarizes the age of the Active offense into four (4) againg categories. The report totals all offense types and gives a department total. Case aging is determined from the date the case was reported until the date the report was run. The report can be processed at the suer's discretion. Cases are summarized by investigator.

REPORT POPULATION: All cases for which current status is ACT or SUS.

SUPERVISORY USE:

* Provides for comparison of investigative personnel on the basis of cases assigned and time that those cases have been assigned. Comparisons should be limited to personnel assigned to similar crime types and should be used in conjunction with the offense type aged report.

* Provides for analytical tool when used in conjunction with prior reports of the same type to measure progress or lack of it on timely case disposition.

* Can be used to dramatize the effect of additional cases on workloads which in turn could cause policy review of assignment criteria.

DATE OF DISTRIBUTUIONS: First and 15th of the month.

RECOMMENDED DISTRIBUTUION:

Investigations Commanders (Lts)
Investigations Supervisors (Sgts)

NOTES:

(1) When compiling by investigator ID the case will be counted only once based on the primary (first) investigator.

CASE-LISTING BY VICTIM (#8)

DESCRIPTION: The Victim File listing includes all relevant victim date in the Current File. The report provides victim name, address, city, state, offense type, case number, date reported, date assigned, investigator's name and current case status.

REPORT POPULATION: All cases in Active File.

SUPERVISORY USE:

* Provides an archival listing by victim name of the status of every case.

OTHER USE:

* At the operational level, the report provides a back-up system for victim inquiries as to case status, case number, investigator assigned, etc.

* Provides a "general index" of victim names within the CID for investigative reference and information exchange in an off-line basis.

DATE OF DISTRIBUTION: First of each week.

RECOMMENDED DISTRIBUTION: Secretaries.

NOTES:

(1) Listing will be in alphabetical order by victim name.

(2) There will be an entry for each victim, including all entries for multiple victim cases, except for G (government) and O (other) type victims.

(3) Only the primary investigator will be shown.

(4) Unassigned cases will show the preliminary investigator.

CASE LISTINGS BY CASE NUMBER (#9)

DESCRIPTION: The Case Listing report supports case monitoring responsibilities at all levels of management within the department. The four output options available are:

* All cases in Current File

* All cases on which final police action was taken this reporting period

* All cases on which prosecutor action was reported this period

* Cases in the Inactive File on which prosecutor action has been pending over N days (N is defined at run time)

REPORT POPULATION: Based on user-specified options.

SUPERVISORY USE:

This report lists detail records of each case based upon user-supplied search criteria. This criteria effects the manner in which the case file is examined. All cases can be listed and this serves as a detailed account of current activity. Secondly, the report can be produced so only those cases for which final police action was taken are reported. It can be used for detailed analysis of case disposition. Thirdly, the report can be produced on only thos cases in which some prosecutuion action was reported. The use of this option has the effect of detailing what the prosectuion did during the reporting period. Fourthly, this report provides an exception report on prosecution action during the reporting period. The use of this option has the effect of detailing what the prosecution has not done during the reporting period. To the extent that all four options provide sound management data, all should be run at least once per month.

DATE OF DISTRIBUTION: First of the month.

RECOMMENDED DISTRIBUTUION:

Investigations Commanders (Lts)
Prosecutor

NOTES: None

INVESTIGATIVE ASSESSMENT REPORT (#10)

DESCRIPTION: The Investigative Assessment Report provides a statistical summary by offense type, for all cases reported during a user-defined date range. The report shows closures by preliminary investigation, cases assigned and not assigned for follow-up, and case closures. All data counts reflect corresponding percentages based upon the total number of cases less those unfounded. The report is processed against the active and inactive files in order to have a complete sample for the specified dates.

REPORT POPULATION: All offenses occurring during a stated time period.

SUPERVISORY USE:

* This report depicts, in statistical terms the quantitative effects of investigation. As such, this report is used by Investigative commanders and executives of the organization.

* The report displays, for each offense type, numbers and percentages of closures, follow-ups, inactivations, suspensions, and preliminary case closures.

* The report can be run for any user-specified time period (date range). At a minimum, the report should be run on month-to-month parameters to monitor effectiveness of the investigative function.

* Case assignment criteria may be altered as a result of analysis using this report.

DATE OF DISTRIBUTION: Quarterly

RECOMMENDED DISTRIBUTION:

    Chief of Police
    Deputy Chief (Investigations)
    Captain of Investigations
    Investigations Commanders (Lts)

NOTES:

(1) Unfounded is total number of reported cases that were unfounded.

(2) Any case assigned to an investigator will be counted as assigned for follow-up regardless of the preliminary recommendations (i.e., reactivated cases count as assigned even if preliminary recommendation was "no follow-up").

(3) All percentages are based on total offenses minus unfounded offenses.

PROSECUTION OUTCOME ASSESSMENT REPORT (#11)

DESCRIPTION: The Prosecution Outcome Assessment Report provides a statistical summary, by offense type, for all prosecutor ease actions. The report is run against the Current and Inactive files using a user-defined date range. The data elements include total offenses by type, number of cases sent to prosecutor, number of cases rejected, number prosecuted, number of cases with a disposition given, and number of cases with a disposition still pending. The average length of time between the current date and the date sent to the prosecutor is provided for pending cases.

REPORT POPULATION: All offenses occurring during a stated time period.

SUPERVISORY USE:

* This report displays prosecution actions for the reporting period. The reporting period is user-specified and should be run at least on a month-to-month basis to create a reporting method.

* The report displays, for each offense type, the number and percentages of cases sent to the prosecutor, rejected, accepted, disposed of, and those still pending. The report also calculates the average age, in days, of a pending case.

* The report can be used in a wide variety of ways to document a problem with the quality of certain types of cases, to raise questions on rates of rejection, and to develop training programs when deficiencies are noted.

* The report also can be used to dramatize the level of support the judiciary is giving the police in dealing eith criminal prosecutions.

DATE OF DISTRIBUTION: Quarterly

RECOMMENDED DISTRIBUTION:

    Chief of Police
    Deputy Chief (Investigations)
    Captain of Investigations
    Investigations Commanders (Lts)

NOTES:

(1) Average age of pending cases is average length of time from date of final police action to date of report.

END