

FINAL REPORT
ICAP WORKING GROUP
DIRECTED PATROL
MIAMI POLICE DEPARTMENT

November 1, 1982

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U.S. Department of Justice
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INTRODUCTION:

I. ICAP Overview:

The Integrated Criminal Apprehension Program (ICAP) is both a program and a process. It is a program in the sense that it has identifiable key components which give the ICAP process its present look. Components, such as crime analysis, operations analysis, management of calls for service, directed patrol activities, case management, career criminal program, tactical crime prevention, and structure decision processes are all parts of effective ICAP programs today. However, these components are only an outer shell which is supported by the superstructure of the ICAP process or logic flow. The ICAP process contains four major elements; data collection, analysis, planning, and service delivery: These elements form a progressive logical base for a police management system. What the ICAP process says is that as an organization collects information, it should take the time to analyze that information and put it into useful and understandable formats for operational use. This is accomplished through units such as crime analysis and operations analysis. Based on the information given out by these units operational elements can make tactical strategic plans based on facts rather than on gut feeling or instinct.

Directed Patrol is one of the most obvious and important aspects of this overall ICAP process, in that criminal information developed directly as a result of patrol activities such as incident reports, field arrests, and other street contacts form an important base for the development of information which in turn can be returned to the Patrol Section enabling them to react in a specific manner to a specific problem. The importance of this

direction based on information becomes obvious when one considers that within the Miami Police Department 55% of our total sworn personnel are assigned to the Patrol Section. By properly managing and directing this force through good information we can accomplish a larger variety of tasks than has traditionally been assigned to a Patrol Section. Historically, Radio Patrol functioned as the first line of the Police Department. The roles, however, were well defined. (i.e. patrol officers handled the problems, took the police reports, and when the situation arose in which arrest was necessary, they made the arrest.) From that point specialized units such as detectives or narcotics and vice officers took over investigations. The realities of today's society, however, indicate that with increasing demands on police agencies and shrinking resources it is necessary to more effectively utilize personnel. The ICAP process assists in this endeavor. Directed Patrol and the effective use of the personnel assigned to Patrol is one of the most obvious benefits.

II. The Working Group

As part of the ICAP implementation process within the Miami Police Department, a large variety of working groups were designed to deal with specific problems. The composition of these groups was broad based in that all units affected directly or indirectly by the study would have representation on the working group. One of these working groups was Directed Patrol and Patrol Management. This working group was formed specifically to develop a Directed Patrol program which will meet the needs of the Miami Police Department.

The following individuals comprised the Directed Patrol Working Group:

Captain John Ross, Patrol Section
Lt. Arthur Vincent, Communications
Lt. Judith Bennet, Patrol Task Force
Lt. Dean DeJong, ICAP
Sgt. Robert Apte, Patrol
Sgt. Walter Martinez, Communications
Sgt. Ernie Vivian, Homicide
Sgt. Becky Mosher, Training
Officer Juan Santos, Patrol Section
Officer John Campbell, Task Force
Officer Ronald Stubblefield, Crime Analysis

Directed Patrol

Background

The working group used four major sources to identify the problems and direction which the group had to go in order to create an effective Directed Patrol Program for the Department. These were:

1. The Miami Police Department: A Self-Assessment.
2. The PAS report of Mr. T. Crowe "Miami Police Department I.C.A.P. Program."
3. Various technical manuals and information from other departments which address Direct patrol approaches in great detail.
4. The broad experience base of the individuals who composed the group.

(A summary of applicable material can be seen in Annex A)

From these source documents several key issues were identified and addressed. These included:

- 1) The need to define Direct Patrol.
- 2) The need to identify specific activities which fall under Directed Patrol.
- 3) The role of various units within the Department as they relate to Direct Patrol procedures.
- 4) Key sources of information needed to do Directed Patrol.
- 5) The role of Patrol Sergeants, Lieutenants, and Captains as managers as well as supervisors.
- 6) The development of specific procedures to insure accountability and consistent application of Direct Patrol principles.
- 7) Need for Patrol Managers to evaluate the effectiveness of Directed Patrol programs.
- 8) The identification of other needs to make a Directed Patrol Plan successful.

- Personnel
- Training
- Equipment
- Sergeant work loads.

From these issues a task list was developed as follows:

1. Redefine (in writing) the role of Patrol Captains, Lieutenants, Sergeants and Managers, as well as Supervisors.
2. Look at paperwork and other tasks distribution between Patrol Captains, Lieutenants, and Sergeants. If necessary, redistribute this workload within Patrol and/or other sections of the Department to assure that Patrol Captains, Lieutenants, and Sergeants have the time to act as Managers.

3. To examine Crime Analysis and Operations Analysis information to determine what is currently available, what is projected, and what is still needed.
4. To develop procedures assuring coordination of effort between the Complaint Room and the Patrol Section so that each can accomplish their necessary tasks. For example, that Patrol has blocks of time for directed patrol activities and that the Complaint Room has sufficient units available to reasonably respond to Call for Service demands.
5. To develop a definition of Directed Patrol Activities and to define the types of activities which would fall under Directed Patrol. Some examples would be:
 - Crime Patterns
 - Follow up investigations
 - Warrant Service
6. To identify the procedures and tasks necessary to develop Directed Patrol plans and to identify the respective roles of Captains, Lieutenants, and Sergeants in the creation and direction of these activities.
7. To develop measurement which can determine the type, and effectiveness of directed Patrol activities performed.
8. To identify appropriate roles for the Tactical Unit and Patrol Section in Directed Patrol activities.
9. To identify necessary training and equipment for Patrol Officers which must be met in order for a Directed Patrol Program to work. For example, (Preliminary Investigation).

10. To identify general training needs for the Department, Patrol, Patrol Managers, and Police Officers as they relate to Directed Patrol activities and to develop training programs to meet those needs.

Following this task list the Miami Police Department's Directed Patrol program was developed.

Issues

1. Directed Patrol definition

Directed Patrol is a program designed to replace some portion of the time traditionally devoted to "random preventive" patrol with pre-planned activities that direct patrol units to specific places to engage in specific work on the basis of crime, traffic, or social problem analysis.

2. Specific activities

The following is a breakdown of activities which a Directed Patrol Program could address in an effective manner.

Directed Patrol Activities:

Crime Suppression

- Stakeouts
- Saturation Patrol
- Decoy operations
- Warrant Service

Traffic

- Selective enforcement
- Accident prevention
- Vehicle Inspection

Patrol Investigations

- Hot lead follow-ups
- MCI assigned investigations

Community Education

- Block Meetings
- Security Surveys
- Park and Walk

Other

- Special events
- Scheduled demonstrations

3. The roles of various units in the Department were broken down into greater detail.

a. Who can generate Directed Patrol problems?

It was the opinion of the group that any Section, Unit, or individual within the Department could generate a "Directed Patrol Problem Statement"; (See Exhibit 1) as long as they relate to one of the key activities identified. As we envision the program we believe that the vast majority of Direct Patrol Problem Statements will be generated by the individual zone officer and by the Crime Analysis Unit. It is anticipated that when fully operational at least ten directed patrol problems will be in operation on each shift every day.

b. The role of Task Force in Directed Patrol.

By its very nature the Task Force is probably the best example of directed patrol currently in the Department. With the advent of a Patrol Section Directed Patrol Program it was necessary to clearly define the very important role of Task Force in this process. With Patrol assuming the bulk of tactical activities at the sector level, the Task Force will be able to concentrate its resources in areas which will increase its overall productivity.

Three major roles were identified for the Task Force. They are:

1. Technical planning and training assistance to Patrol in tactics..
2. Overlapping sector or district crime patterns.
3. Complex and/or continuous crime patterns.

c. The role of the Communications Unit.

If a Directed Patrol Program is going to be successful, the blocks of time necessary to carry out Directed Patrol strategies must be made available. This is accomplished only through the use of Operations Analysis Unit information and close cooperation between the Complaint Room and the field officers. Specific procedures must be developed to assure that this cooperation exists, but more importantly, the individuals in both Communication and Patrol must realize that theirs is a common problem and that the need to address Calls for Service versus the need to address crime problems is one of mutual concern. The group has set up some suggested procedures which should enhance this understanding. They are:

1. Sector Sergeant prepares a daily directed assignment sheet based on information derived from Directed Patrol problem statements, MCI case assignments, and Operations Crime Analysis. (See Exhibit 2).
2. This sheet is delivered to the Complaint Room prior to each shift. This will give the Complaint Sergeant a basic knowledge of what is going on and unit commitment.
3. If CFS demand is greater than anticipated, and directed patrol must be suspended, the ranking Command Officer in Complaint Room contacts the directed patrol Lieutenant.

4. If Directed Patrol activity must be suspended the Sector Sergeant has the option of reinstating the Directed Patrol activity, if appropriate, at a later time.

* It is important to note the number of times a directed patrol activity must be cancelled will be in direct correlation with the accuracy of the information provided to patrol managers.

d. The role of the Crime Analysis Unit.

The role of Crime Analysis will be twofold. First, Crime Analysis will be generating Directed Patrol Problem Statements on a routine basis. These problem statements will generally deal with problems on a Sector basis and for a specific shift.

Second, and equally important, Crime Analysis will serve as a resource unit for Patrol. When, as an example, a zone officer creates a Directed Patrol Problem statement he may go to Crime Analysis to obtain additional information about crimes or criminals in his area. He might also use Crime Analysis information to spot smaller trends within his area.

e. The role of the Operations Analysis Unit.

Operations Analysis has a key role in the Directed Patrol process because this unit, through the analysis of Calls for Service and manpower, will provide Patrol managers with information about available time and how to best utilize Patrol resources within this time. Operations Analysis will also be responsible for the collection, collation, and analysis of information on Directed Patrol plans. It will provide a centralized information resource to Patrol managers on the effectiveness of individual plans, shifts, and personnel.

f. The Training Unit.

The importance of training when embarking on an ambitious task such as Directed Patrol can not be over emphasized. Initially the Training Unit will have to assist in setting up some basic training programs to begin the Directed Patrol program. From that point, as we refine our system, on-going In Service Training will become a critical component of our Directed Patrol Program.

g. Other Operational Units.

Just as the Task Force will be serving in the role of a technical advisor to patrol, units such as Crime Prevention, C.I.T.A.T. and others will be called upon to assist Patrol in the development of Directed Patrol strategies and the sharing of crime information in order to make the Directed Patrol program effective.

4. Key sources of Information.

As part of the I.C.A.P. process a Directed Patrol Program will work only if necessary information is provided to Patrol managers in a timely and accurate manner. (Exhibit 3 illustrates the different information sources which are part of a good Directed Patrol Plan.) The importance of coordination and cooperation between these sources is obvious and each source is an important link in the chain.

The interdependency of each component on the other is critical. For example if Crime Analysis and Operations Analysis is providing good information to the Patrol manager but there is no coordination between the street and the Complaint Room the Directed Patrol Plan will fail.

If on the other hand Operations Analysis provides the wrong information on CFS demand, no amount of cooperation between Patrol and Complaint Room will assure that Directed Patrol plans will be carried out.

Once again the key is the integration of the various Details, Units and Sections which make up the Miami Police Department.

5. The role of Patrol Sergeants and Lieutenants as managers.

Another critical issue which must be dealt with if a Directed Patrol Program is going to succeed is the expansion of the role of Patrol Sergeants and Lieutenants as managers.

The Miami Police Department Self Assessments clearly identifies this problem (Annex A) and goes on to say:

"There is a very definite need to train our line supervisors in management techniques so they clearly understand that their role is more than supervision. As managers, a Sergeant, Lieutenant, or Captain's first concern will be the effective allocation of their personnel to meet Departmental Objectives."

The Department has begun to address this in two ways.

- 1) The role of Sergeant as Manager is now part of a 40 hour Sergeants course. Almost all Sergeants in the Police Department have now taken that course. They have been taught some of the fundamentals of effective management as well as the importance of information in the management process.

2. The Directed Patrol procedures which have been developed by this working group will require Patrol Sergeants, Lieutenants, and Captains to become more proactive in their thinking and hold them more accountable for the allocation of their resources.

While these two items represent important steps forward, the Department must take other steps to assure that the management role of Patrol Sergeants, Lieutenants, and Captains is fully developed.

These include:

- 1) A continuing commitment from top management to expansion of the Patrol Manager's role.
 - 2) A reorientation of the personnel evaluation system that recognizes effective management by individuals at all levels of the Department.
 - 3) A commitment to continue to provide the necessary information, training, and most important, authority to Sergeants, Lieutenants and Captains to assure that they can effectively function as managers as well as supervisors.
6. The development of specific procedures to insure accountability and consistent application of Directed Patrol principles.

There were three major procedural areas which were addressed by the group. The first dealt with problem of coordination of efforts between the field officers and the Complaint Room. Specific measures already stated in 3.c. of this section address those procedures. Additionally, through the use of the Direct Patrol "Daily Assignment Sheet" (Exhibit 2), field Sergeants through the use of a simple code system, will be able to assist Complaint Room personnel in making the decision on which units can be taken off a Directed Patrol problem, while causing the least amount of harm.

The second major area of concern was in the area of Patrol Investigation. The major work in this area was done by the MCI working group but is consistent with the Directed Patrol Program we developed.

The MCI process breaks Patrol Investigations into two major areas. First is those cases which can be immediately followed up by Patrol Officers with a Sergeant's approval. These include:

Persons Crimes

Agg. Battery - injuries not likely to result in death.

Agg. - Assaults

Sex offenses - such as indecent exposures, lewd and lascivious

Robberies

(Note: It would be requested that Patrol Officers attempt to contact Robbery Detective for assistance, and in any case bring the offender to the Robbery Unit if he is arrested.

Property Crimes

Burglary - others than those identified as requiring immediate CIS response. (Safe jobs and loss in excess of \$20,000)

Larcenies - where loss is in excess of \$100.00 and therefore a felony.

Fraud and Forgery - in progress or offender in the immediate area.

Auto Theft

1. Unauthorized use
2. Accessory thefts
3. In progress or offender in the immediate area.

All reports which are retained by Patrol for immediate follow-up investigation must be supplemented and turned in no later than four days after the incident. The report will be forwarded to assure immediate computer entry and filing in the M.C.I. Unit.

In the second area of Patrol investigations M.C.I. will routinely assign certain cases back to Patrol for follow-up investigations.

The types of cases assigned to Patrol will include felony crimes which ordinarily are not investigated by C.I.S. Units. These would include Aggravated Assaults and Aggravated Batteries with minor injuries, Grand Larcenies and B & E of Motor Vehicles.

It is important to note that these cases would not be the ones which C.I.S. chose not to investigate because of low solvability factors. All cases assigned would have high solvability factors and the Patrol Officer will have the "first crack" at them.

Patrol Officers would have approximately two weeks to work on these cases and would receive no more than two a month. The time necessary to conduct the investigations will be blocked out in the Directed Patrol Daily Assignment Sheet.

The final procedural area involves the creation and flow of Directed Patrol problem statements. The specific procedures as well as a flow chart follow as Exhibits 4 and 5. In summary, the procedures as developed assure that Directed Patrol problem statements can be generated at all levels of the organization. It is our intent that Zone Patrol officers in particular become involved in the process on a routine basis.

Secondly through the use of our Operations Analysis we have built in an analysis and feedback system which will allow Patrol Managers to assess on a routine basis the quality, quantity, and effectiveness of Directed Patrol strategies employed by individual shifts.

The development of these procedures will benefit the Department in two ways. First, we believe that we will be able to expand the role of the Radio Patrol Officer beyond the traditional boundaries of report taking. Our Patrol Officers will now be responsible for conducting follow-up investigations. Through the use of Directed Patrol Problem Statements the Zone Police Officer will be able to more directly identify and correct ongoing problems. Involvement in the process will in many situations begin and end at this level and we will become a more proactive Department.

Secondly, with the creation of Operations Analysis and the development of the Police Performance Measurement System Patrol Managers will have centralized information sources which will give timely information on resources and their allocation, as well as a greater degree of accountability for the use of those resources.

7) The need for Patrol to evaluate the effectiveness of Directed Patrol.

A Police Performance Measurement System has been developed in parallel with the Directed Patrol program. As a result we have built in measurement instruments which will show not only the number of directed activities performed by Patrol but the effectiveness of individual patrol strategies. (Exhibits 6 through 11 are some of the forms that will be used.)

8) Directed Patrol Needs

In order for Directed Patrol to be a complete success there is a need for the Department to commit resources in four areas.

A. Personnel

To assure that Directed Patrol is properly managed it is the feeling of the working group that four (4) Lieutenants must be assigned to each Patrol Shift.

This is necessary because of the critical role the Lieutenant plays in our Directed Patrol process. The Lieutenant's role will be one of overseeing and directing the various units engaged in Directed Activities. It will require a full-time commitment of one Lieutenant. If in addition to these duties a Lieutenant must handle the additional supervisory and administrative task of the entire City, his management role might become lost in the shuffle.

B. Training

Because many of the concepts and procedures developed by the Directed Patrol Working Group are new, training will be needed. Major areas identified include:

<u>Course Title</u>	<u>Personnel Effected</u>	<u>Time (Estimated)</u>
1. Preliminary & Follow-up Investigation by Patrol	All Radio Patrol Police Officer	40 hours
a. Overview of Patrols role in Investigative Process	Patrol Sergeant	2 Days
2. Directed Patrol Tactics	All Radio Patrol Officer Sergeants	1 Day Seminar
3. Directed Patrol: Planning, Strategics, & Mechanics	All Radio Patrol Sgts., Lts. & Cpts.	2 Days Seminar

C. Equipment Needs

In order to safely and effectively accomplish some of the Directed Patrol strategies certain equipment needs must be addressed. Items such as unmarked cars, electronic surveillance equipment, portable alarm systems, costumes and make-up kits will all be needed for certain types of stakeout and decoy operations.

The Department currently has many of these items on hand. What is needed is to develop procedures which assure that they are readily available to Patrol Units, as well as the personnel (Task Force) which can provide the technical assistance necessary to properly operate this equipment.

D. Reducing the Sergeants workload.

Several studies have been conducted over the years by various groups within the Department. The most recent was one conducted by a group from Patrol in July of 1981. (See Annex B for details). Some of the recommendations suggested by this group have been adopted, others have not. In addition to these our working group would recommend the adoption of the following items.

- 1) The need for additional clerical help on each of the Patrol Shifts to handle duties such as the recording and tallying of numbers from the Patrol work sheets. We believe that each Patrol Shift should have a minimum of three (3) typist clerks.
- 2) A revised probationary evaluation form to include more force choice responses, and reducing the amount of writing necessary for completion.
- 3) Use of clerical help for the systematic collect and filing of information on probationary employees.
- 4) A formatted form for minor citizen complaints which can be filled out without a great deal of effort.
- 5) Standardize letter formats for situations requiring Sergeants to write letters for the Chief's signature.
- 6) Involvement of the street Sergeant in the initial review of a field report. This should cut down on the number of kickbacks currently sent to Patrol.
- 7) A review of paper flow by each of the shifts to assure that Sergeants are not receiving or processing things which they do not need to deal with.
- 8) Examine the tasks currently performed by the sergeant and determine which of these could be handled as efficiently by Patrol Commanders.

If some of these additional measures can be adopted it is our feeling that we will be able to provide the Sergeant with the time necessary to do a more effective job of Directed Patrol.

Recommendations

1. That the Directed Patrol Program and procedures developed by the working group be adopted.
2. That we immediately implement this program on an experimental basis on 'B' Shift.
3. That during this experimental period the I.C.A.P. Project Manager working in conjunction with the Major of Patrol and the B Shift Commander monitor, evaluate, and update as necessary, the procedures, training, and personnel needs of our Directed Patrol program.
4. That this be followed up by an intensive one month effort in the development of S.O.P.s and training programs necessary to make Direct Patrol a success in the Miami Police Department.
5. That upon completion of this final package necessary training begin on all shifts for the implementation of a Directed Patrol program for the entire Department.

Summary

As a working group we have carefully examined each of these areas. The Working Group feels that the procedures developed can be the foundation of an effective Directed Patrol Program for the Miami Police Department. With the necessary training, equipping, and monitoring of the proposed Direct Patrol Program our Department will take a major step forward in professional policing.

SUBMISSION FOR DIRECTED ACTIVITY CONSIDERATION*

Originating Officer _____ Date _____

Unit of Origin _____ Case/Warrant No. _____
(if appropriate)

Nature of Directed Activity _____

Desired Results _____

Area to be Addressed

District(s) _____ Sector(s) _____

Beat(s) _____ Shift(s) _____

When Tactic Should be Executed

Between _____ and _____
(Date) (Date)

Suggested Time _____

Approved _____ Disapproved _____

By _____ Date _____

Assigned to:

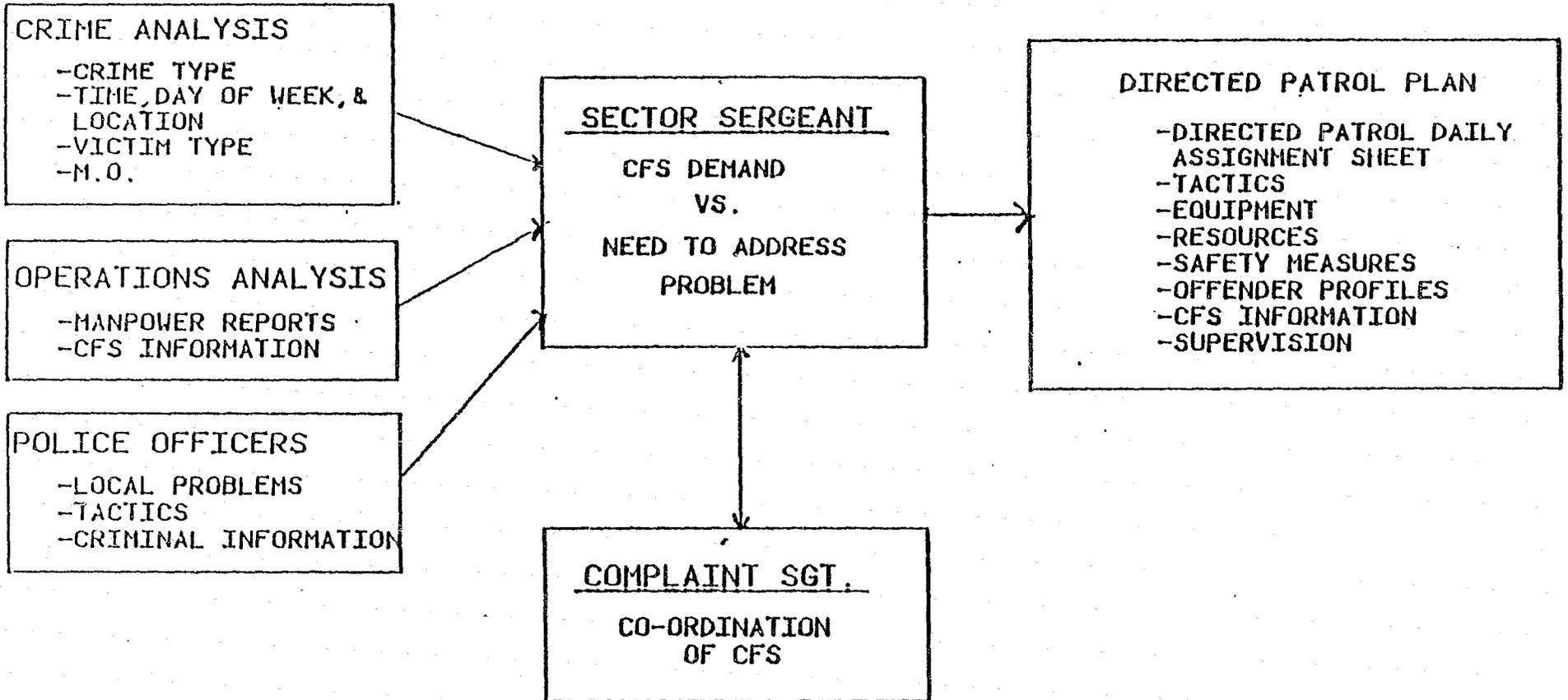
Tactical Leader _____ District _____

Sector/District _____ Shift _____

* Attach case file, warrant, background information, etc., as appropriate.

DIRECTED PATROL PLAN

INPUTS



DIRECTED PATROL PROCEDURES

Task: Creation of a written Directed Patrol Problem Statement.

Who: Any unit within the police organization most generally CAU and the patrol shift itself.

How: Any problem which is identified must be written out and directed to the Operations Analysis Unit, who will maintain a file and will assign statement to a patrol Captain or person responsible.

What: Activities considered a Directed Patrol activity.

A) Tactical Deployment: The assignment or deployment of men to accomplish a short-range objective

- | | |
|---------------------|-----------------------|
| 1. Decoy Operation | 5. Stakeouts |
| 2. Area saturation | 6. Walking beat |
| 3. Bar-checks | 7. Watch order checks |
| 4. Warrant services | 8. SCAT |

B) Follow-up Investigation: Note: Directed Patrol Problem Statement not filled out for this type of activity.

C) Community Education

1. Target hardening
2. Convey information
3. Educate citizens

Task: Decision to proceed with Planning on a Directed Patrol Problem Statement.

Who: Deputy Chief Uniform Services: On Problem Statements that Cross-Cuts Shift times, or require long term manpower commitments. (Probably 10 to 15% of total)

Shift Captain: On all other Problem Statements.

How: Appropriate person makes decision on whether to proceed with a particular problem based on (1) Manpower availability (2) Seriousness of problem (3) Number of Problem Statements currently pending (4) Number of other activities. The Directed Patrol Problems is then turned over to a Patrol Lt.

Task: Develop a tactical response to Problem Statement.

Who: Lt. and Sector Sergeant

- How: (1) The Lt. will have the task of gathering and maintaining all information on manpower availability and CFS workload.
- (2) The Lt. will have the responsibility for gathering support data for Problem Statements from appropriate units and individuals including sector Sgts.
- (3) The Lt. will fill out a Tactical Response to Problem (as per Koepsell Assignment sheet) indicating times, days, equipment and manpower needs.
- (4) The Sgt. working with the Lt. will provide input on areas such as tactic's additional problem statement information and personnel to be utilized.

Task: Preparation of Directed Patrol Daily Assignment Sheets (similar to Kansas City sheet).

Who: Lt. and Sgt.

- How: (1) Based on the Tactical Response Statements as well as follow-up investigation needs and overall manpower availability the Patrol Sgt. with input from the Lt. will fill out Directed Patrol Daily Assignment Sheets for each sector identifying: the Directed Patrol Problem or problems to be worked, the number of units and amounts of time needed to carry out the problem. The Sector Sergeant will then assign particular Units and individuals according to ability, needs, etc. to handle the Directed Patrol problems.
- (2) Once these sheets are filled out they will along with P-Sheets be sent to the Complaint Room on a daily basis.

When: Daily or perhaps weekly basis as per need.

Task: Carrying out of Directed Assignments

Who: Lt., Sgt.

- How: (1) The Lt. and Complaint Sgt. will have the joint responsibility for evaluating CFS demand vs. manpower availability as well as overall progress on problem statements. The Lt. will have the responsibility for the breaking of Directed Patrol Activities in consultation w/ Complaint Room and Sector Sergeants.

- (2.a.) The Sector Sgt. will have the responsibility for carrying out the assigned tasks as stated in the Direct Patrol Daily Assignment Sheet.
 - b.) The Sector Sgt. will maintain liaison with the Lt. and Complaint Room ref. progress on specific assignments and CFS monitoring.
 - c.) Will at the end of a tour fill out After Action Report for the specific Directed Patrol Problem Statements addressed during his tour. The Sgt. may, based on outcomes, make recommendations to terminate, or continue work on the specific problem.
- (3) The after-action report will be completed and sent through channels to the Operations Analysis Unit who will collect, collate, and analyze the data for all Directed Patrol Activities.

FLOW CHART

DIRECTED PATROL PROBLEM IDENTIFIED BY:

CRIME ANALYSIS
-CRIME PATTERNS
-CRIMINAL INFO.
-SPECIAL REQUEST

PATROL SHIFT
-LOCALIZED PROBLEM
-DIVERSE IN NATURE
-SHORT TERM

OPERATIONAL UNITS
-CIS
-TRAFFIC
-SIS
-CRIME PREVENTION

OTHER MPD UNITS
-CHIEF'S OFFICE
-PATROL MAJOR
-CITIZEN COMPLAINTS

SHIFT CAPTAIN
APPROVE/REJECT

CHIEF UNIFORM SERVICES
PATROL MAJOR

DIRECTED PATROL PLAN
LT. & SECTOR SGT.
-OBJECTIVES
-TACTICS
-EQUIPMENT
-RESOURCES
-TIME FRAME
-DAILY ASSIGNMENT SHEET

COMPLAINT SGT.
CO-ORDINATION WITH PATROL.

SECTOR SGT.
-SUPERVISES
-MANAGES
-IMPLEMENTS
-COORDINATES
-REVIEWS
-REPORTS

ZONE P.O.
-CARRIES OUT ASSIGNMENT
-REPORTS BACK RESULTS
-SUGGESTIONS FOR IMPROVEMENTS

LIEUTENANT
-EVALUATES
-REPORTS RESULTS
-PROVIDES FEEDBACK
-COORDINATES W/ OTHER SHIFTS

CAPTAIN

OPERATIONS ANALYSIS
-COPY OF PROBLEM STATEMENT FOR TICKLER ↓
-COMPLETED PROBLEM ANALYZED & DATA COLLECTED

-26-

Exhibit 5

DIRECTED PATROL ACTIVITY SUMMARY

PROBLEM # _____ DATE _____ UNIT _____ OFFICER _____

Activities:

- Reports made
- Summons
- Citations
- Disturbance calls
- Computer hits
- Citizen contacts
- Business contacts
- FIVO's
- Back-up & go by
- Other: _____

Arrests:

- Felony
- Misdemeanor
- Traffic
- Warrants (Felony)
- Warrants (Misd.)

Planned hours direct patrol _____ Actual _____*
If actual hours are greater than or less then planned please explain

Patrol Investigations: Officer initiated _____ Assigned by MCI _____
Case # _____ Total hours expended _____

Activities:

- Victim/Witness interviews
- Warrants obtained (search/arrest)
- Photo-line-ups (prepared/shown)
- ID Requests (latent search)
- CIS Unit contacts
- Supplemental reports
- Cases cleared
- Other: _____

Status:

- Case cleared by arrest
- Case NFied
- Investigation continuing
- E.C.A. _____ Unfounded _____
- MCI notified _____

Comments: _____

ILLUSTRATION TWENTY-SEVEN

Summary of Directed Activity
Requests and Dispositions
(For the Month of _____, 19__)

<u>Source of Directed Activity Reports</u>	<u>Number Generated</u>	<u>Acted Upon</u>		<u>Pending</u>
		<u>No.</u>	<u>%</u>	
<u>PATROL</u>				
Platoon A	_____	_____	_____	_____
Platoon B	_____	_____	_____	_____
Platoon C	_____	_____	_____	_____
SPU	_____	_____	_____	_____
Task Force	_____	_____	_____	_____
Total	_____	_____	_____	_____
<u>TRAFFIC</u>				
<u>CRIMINAL INVESTIGATIONS SECTION</u>				
Persons	_____	_____	_____	_____
Property	_____	_____	_____	_____
CITAT-Warrants	_____	_____	_____	_____
CITAT-Habitual Offender	_____	_____	_____	_____
Total	_____	_____	_____	_____
<u>COMMUNITY RELATIONS</u>				
Crime Prevention	_____	_____	_____	_____
Delinquency Prevention	_____	_____	_____	_____
Total	_____	_____	_____	_____
<u>STRATEGIC INFO. SECTION</u>				
Intelligence	_____	_____	_____	_____
Vice and Narcotics	_____	_____	_____	_____
Total	_____	_____	_____	_____
<u>CRIME ANALYSIS UNIT</u>				
<u>ADMINISTRATION</u>				
<u>OTHER</u>				
<u>TOTAL</u>				

ILLUSTRATION TWENTY-EIGHT

Rank of Persons Requesting
Directed Activities
(For the Month of _____, 19__)

<u>Source of Directed Activity Requests</u>	<u>Number Generated</u>	<u>Number Generated by Rank</u>			
		<u>Ptmn.</u>	<u>Sgt.</u>	<u>Lt.</u>	<u>Above</u>
<u>PATROL</u>					
Shift A	_____	_____	_____	_____	_____
Shift B	_____	_____	_____	_____	_____
Shift C	_____	_____	_____	_____	_____
SPU	_____	_____	_____	_____	_____
Task Force	_____	_____	_____	_____	_____
Total	_____	_____	_____	_____	_____
<u>TRAFFIC</u>					
_____	_____	_____	_____	_____	_____
<u>CRIMINAL INVESTIGATIONS SECTION</u>					
Person Crimes	_____	_____	_____	_____	_____
Property Crimes	_____	_____	_____	_____	_____
CITAT-Warrants	_____	_____	_____	_____	_____
CITAT-Habitual	_____	_____	_____	_____	_____
Total	_____	_____	_____	_____	_____
<u>COMMUNITY RELATIONS</u>					
Crime Prevention	_____	_____	_____	_____	_____
Delinquency Prevention	_____	_____	_____	_____	_____
Total	_____	_____	_____	_____	_____
<u>STRATEGIC INFO. SECTION</u>					
Intelligence	_____	_____	_____	_____	_____
Vice and Narcotics	_____	_____	_____	_____	_____
Total	_____	_____	_____	_____	_____
<u>CRIME ANALYSIS UNIT</u>					
_____	_____	_____	_____	_____	_____
<u>OTHER</u>					
_____	_____	_____	_____	_____	_____
<u>TOTAL</u>					
_____	_____	_____	_____	_____	_____

ILLUSTRATION TWENTY-NINE

Monthly Summary of
Available Time Expended on Directed Activities
(For the Month of _____, 19__)

	<u>A Shift: Districts</u>			<u>B Shift: Districts</u>			<u>C Shift: Districts</u>			<u>SP</u>		
	<u>North</u>	<u>Central</u>	<u>South</u>	<u>North</u>	<u>Central</u>	<u>South</u>	<u>North</u>	<u>Central</u>	<u>South</u>	<u>North</u>	<u>Central</u>	<u>South</u>
<u>Average</u> <u>Fielded Beat Units</u>												
Sector Cars												
K-9 Units												
Other ()												
Total												
<u>Total Available Beat</u> <u>Unit Hours</u>												
<u>Average Workload</u> <u>(Minutes Per Hour)</u>												
CFS Response												
Back-Up												
Court Time												
Administrative Time												
Directed Activity												
Non-Committed Time												
Percent Non-Committed Time Expended on Directed Activities												
<u>Remaining Non-Committed</u> <u>Beat Unit Hours</u>												

EXHIBIT 9
- 30 -

ILLUSTRATION THIRTY

Monthly Directed Activity Summary Report
 (For the Month of _____, 19__)

Source of Activity	A Shift: Districts			B Shift: Districts			C Shift: Districts			SPU: Districts		
	North	Central	South	North	Central	South	North	Central	South	North	Central	South
Field Initiated												
Patrol Management												
Outside Patrol												
Total												
<u>Man-Hours Utilized</u>												
Sworn (on-duty)												
Sworn (overtime)												
Reserve Personnel												
Other												
Total												
<u>Activity Type</u>												
Stake Out												
Special Surveillance												
Hot Lead Follow-Up												
Follow-Up Investigation												
Warrant Service												
Directed Traffic Enfnt.												
Block Meeting												
Other Citizen Contact												
Other Business Contact												
Other												
Total												

Exhibit 10
 -31-

ILLUSTRATION THIRTY
(continued)

	A Shift: Districts			B Shift: Districts			C Shift: Districts			SPU: Districts		
	North	Central	South	North	Central	South	North	Central	South	North	Central	South
<u>Results of Directed Patrol</u>												
Felony Arrests												
Misdemeanor Arrests												
Felony Warrants Served												
Misdemeanor Warrants Served												
Misdemeanor Citations												
Traffic Citations												
Traffic Warnings												
FIVO's												
Problem Alleviated												
Other												
<u>Results of Patrol Investigations</u>												
Victim Interviews												
Witness Interviews												
Cleared by Arrest												
Cases NFI'd												
Other Cases Cleared (Multiples)												
Arrest Warrants Obtained												
Search Warrants Obtained												
Cases Referred to CIS												
Other Dispositions												
<u>Disposition of Activities</u>												
Completed												
Suspended By Tac Leader:												
Administratively Suspended												
Continued												

EX-108 108

- 32 -

ILLUSTRATION THIRTY-ONE

Efficiency and Effectiveness Measures
of Directed Activity Operations
(For the Month of _____, 19__)

	<u>Total Directed Activities</u>	<u>Total Man-Hours Expended</u>	<u>Average Man-Hours Per Directed Activity</u>	<u>No. Resulting in Policing Actions</u>	<u>% Resulting in Policing Actions</u>
Shift A	_____	_____	_____	_____	_____
Shift B	_____	_____	_____	_____	_____
Shift C	_____	_____	_____	_____	_____
SPU	_____	_____	_____	_____	_____
Task Force	_____	_____	_____	_____	_____

ANNEX A

THE MIAMI POLICE DEPARTMENT - A SELF-ASSESSMENT

PREPARED BY: M.P.D. I.C.A.P. STEERING COMMITTEE

JUNE 29, 1981

The localized type of analysis also appears to be true in the area of operational analysis. Once again, individual commanders on different patrol shifts do some very effective operational planning for their shifts. Additionally, other units within the Department have been conducting operationally oriented studies about radio channels and call numbers. The problem once again is the fact that there is no unified, centralized unit within the Miami Police Department to effectively analyze and coordinate operational information.

PLANNING - When we talk about planning and I.C.A.P we must remember that we are in fact talking about the management of police resources and not about Planning and Research Units. We must also remember that planning is something which should occur at all levels of an organization and that the proper plans result if there is effective data collection and analysis.

It is the general feeling of the Steering Committee that the current planning philosophy of this Department has a supervisory orientation - - e.g. police Sergeants, Lieutenants, and Captains function first of all as rule enforcers and complaint answerers. This is due in part to a traditional para-military organization. The following statement was made.

"We have it [para-military structure] engrained in our traditions that if it is not in writing, we can't do it". The results are that by enforcing rules we avoid problems and the need to take risks necessary for effective management. This supervisory outlook is enforced in terms of SOP's and job descriptions.

There appears to be nothing that requires Sergeants, Lieutenants, and Captains to function as managers. As an off-shoot of this supervisory approach. the memorandum and reprimand often become more important than the job.

There is a very definite need to train our line supervisors in management techniques so that they clearly understand that their role is more than supervision. As managers, a Sergeant, Lieutenant, or Captain's first concern will be the effective allocation of their personnel to meet Departmental Objectives. Participation at all levels of the organization will become a must. The ability to anticipate problems and to accept and correct them when they occur must replace problem-avoidance supervision. If our line supervisors can deal with situations on this basis, the rule enforcing functions which are still necessary will be implicit within their role as managers.

Once again, on an informal and individual basis, certain Sergeants, Lieutenants, and Captains can and do act as resource managers but nothing requires them to do so. It must also be pointed out that even those persons who do act as managers are limited because of the lack of information.

The report has already stated that the Department lacks good, formalized analytic capabilities, and, as a direct result, the Sergeant, Lieutenant, or Captain who wants to manage effectively is handicapped at the very outset by a lack of useful information. In other words, good routine planning requires good routine analysis products.

Because of this void, day-by-day operationally oriented planning is based mostly on tradition, management by reaction (Squeaky Wheel), and instinctive approaches. In the short run these appear effective, but in the long run, they have a negative impact on our ability to effectively manage our resources.

The final area of concern deals with the involvement of lower level personnel in day-to-day planning tasks. This is not to say, nor do we recommend, that the Chief of Police

should consult with a radio patrol officer on all the decisions which he makes. But we do believe that the input of workers on decisions which effect how they will do their jobs is vital.

It is important to emphasize that this involvement includes more than the street police officer. All people at all levels of the organization must become involved in the planning process at their level of work. They must be aware of how they contribute to the overall Department's goal of delivery of services to the community. We do not believe that most people in this organization currently have this understanding. On the positive side of the ledger is the fact that informally we do have some managers within the Department. The Department has also demonstrated its ability to make good plans in terms of Tactical SWAT planning and major issues, such as civil disturbances planning. What is needed is a formalization of their role and the acquiring of the necessary tools for good management planning.

SERVICE DELIVERY - Three major areas of service delivery were examined by the Steering Committee. They included communications and its role in the management of calls for service, patrol operations, and investigations in terms of preliminary patrol investigation, case management, and habitual offender

8. Coordination And Interface.

There appears to be very little coordination and interface between the Complaint Room and the street.

At the present time it appears that the street officer and manager communicate with the Complaint Room and they with the street, only when one or the other feels that the other side goofed. There exists an "us vs. them" mentality.

What is needed and hopefully will be activated through I.C.A.P. will be closer working relationships between the Complaint Room and the street. The MDT "message function" has recently played a positive role in promoting a better working relationship between the Complaint Room and the street.

Patrol Operations

An examination of patrol operations revealed some good and bad points.

Patrol is currently operating under a district structure with a Lieutenant in charge of each district, this is consistent

with I.C.A.P. principles. The current deployment of patrol resources is also regarded as reasonable when one considers the lack of effective operational analysis.

Directed patrol activities and effective management of resources is once again done on the platoon level but is not formalized at the present time. In terms of patrol's involvement in preliminary investigations, it is felt that the patrol officer currently functions in the role of a "report taker" and not as a criminal investigator. This is due in part to the calls for service problems which currently plague the Department as well as the functional inadequacy of our current report form.

The final problem area is the responsibility of all operational and support units. It is our opinion that the exchange of ideas and information between various units of the Department is not what it should be. The "us vs. them" syndrome is still part of the thinking processes of many units and individuals within the organization.

Investigations

The role of patrol officers in investigations has already been discussed. Case management, like so many other processes

MIAMI POLICE DEPARTMENT

ICAP PROGRAM

Public Administration Service
1497 Chain Bridge Road, McLean, VA 22101 (703) 734-8970 Telex 64462 Washington, DC
1313 East Sixtieth St., Chicago, Illinois 60637 (312) 947-2121

3.0 OPERATIONS

3.1 Introduction

The purpose of this review is to identify issues and provide a challenge for working groups to question generally adopted assumptions about the management of service delivery. No attempt is made to provide a specific evaluation of the current output, efficiency, and effectiveness of service delivery.

Why? Because an evaluation of the way operations was managed in October, 1981, is irrelevant to ICAP--just as it is irrelevant in December, 1981. Why? Because it is changing rapidly as a result of trends, personnel, and ICAP influence. Since December, 1980, the way in which service delivery has been managed by MPD has changed dramatically. There are now more patrol officers and investigators, and a large number of CFS have been diverted from dispatch. More aggressive tactical activities are apparent in the patrol area with overlap teams supplementing the tactical activities of the task force. The CIS ranks are beginning to fill out, and closer attention is being given to productivity now that some of the pressure is off.

In many ways, MPD has reached a total recovery from the traumatic effects of the 1980 riots. Personnel strength is up and units now seem to be stable. Yet, the actual effectiveness of MPD has not returned. Things that MPD was doing well before the riots (which stopped because of the riots) are not being done now. Case clearances (especially property crimes) are low and supporting activities such as CIC and the GACHA system have not reached their pre-riot levels--or they are nonexistent. Why?

It is simple human nature that inertia sets in whenever a trauma forces an environmental change. The continuous rotation of personnel and a preoccupation (albeit short-lived) with other problems result in an alteration of routines. When the crisis disappears, the routine does not start up again. Little "brushfires" tend to consume the available time, and good intentions supplant good productivity.

ICAP is timely for MPD, as long as it continues to be taken seriously. Now that "things" are returning to normal, there is a clear danger that the net results of the post-riot period will have been a "step backward" instead of a "step forward."

The remainder of this chapter will cover uniform and field services separately by describing their operations in general, listing pertinent observations, and identifying critical issues and recommendations.

3.2 Uniform Services

3.2.1 Description. Uniform services is headed by a Deputy Chief (see Appendix C for the November 12, 1981, MPD Organization Chart) and is subdivided into three principal parts. These parts are patrol, traffic, and specialized units. Patrol and traffic are headed by majors, and the specialized units are headed by lesser ranks.

In the 1950's, the City was divided into three zones for police patrol purposes. As the City grew, the zones became smaller and more were added. Districts were originally identified in the 1940's as a means of allocating detectives. MPD is now functioning under a simple system that divides the City into three districts. Each district is divided into sectors and the sectors are divided into zones. The patrol zone is the fundamental unit for geographic allocation.

The patrol unit is the largest subdivision in uniform services, in terms of personnel, with approximately 350 individuals. Patrol is divided into three platoons--days, evenings, and nights--with a special police unit (SPU) as a separate unit which deploys on foot and three-wheel motors during business hours.

The traffic unit contains the following subdivisions: motors (traffic enforcement), accident investigations, taxi, off-duty/special events, and the alarm ordinance enforcement unit. Although traffic provides backups to patrol, there is little routine integrated planning. Traffic and patrol seem to operate in a completely independent manner.

The most significant specialized unit is the task force which is now composed of 20 officers, 2 sergeants, and 1 lieutenant. This unit has been the primary group involved in formal attempts to suppress street crimes. Until recently, this unit conducted its own crime analysis (pin mapping) and deployed its officers on the basis of crime patterns (target offenses). Recently, however, the task force has received a high number of assignments to "special problems" which has limited its effectiveness in achieving its primary objective (current) of reducing in progress calls.

3.2.2 Observations:

- The current district, sector, and zone system is very compatible with ICAP; this system should be retained.
- The temporal shift command distribution that is currently in use has greater advantages in terms of continuity, planning, and performance monitoring than a spatial distribution; the current system should be retained.

- Patrol captains, lieutenants, and sergeants have to rely solely on worksheet data to manage inshift activities.
- There is not a clear role for sergeants and lieutenants other than supervision and administrative patterns.
- There is a "top-down" (versus "bottom-up") approach to managing inshift activities; this should be changed to eliminate confusion and the "avoidance behavior" that results from lack of responsibility; sergeants, lieutenants, and even captains who were interviewed had a clearer idea of what they were not supposed to do than what they were supposed to do.
- Aggressive management and individual initiatives that are not SOP were observed to be minimal, ad hoc, and tentative--at best.
- Directed activities are limited to watch orders; at the time of the study (October, 1981) there were no CAU products in use.
- Most persons interviewed were unaware of patrol management concepts, time and task relationships, patrol tactics (deterrent, apprehension, or tactical crime prevention), and CAU functions and uses; everyone seemed genuinely interested in these concepts, but were doubtful that they would be allowed to use them.
- Shift-to-shift and unit-to-unit (SPU-platoon-task force) communications and planning was virtually nonexistent; the only interface appeared to be at the patrol commander level (solely):
- The overlapping shifts produce a serious deficiency in personnel from 4:00 p.m. until 9:00 p.m. each evening.
- There was no clear management control or chain of command observed during overlap periods; this is a serious deficiency because there was clearly a waste of resources observed.
- The lack of emphasis on productive field management was manifested in numerous multiple-backups (uncalled) and overclustering of officers at major incidents (particularly where offenders may still have been in the vicinity).

- Many of these problems reveal that an overly passive approach to the roles of senior officers, sergeants, and lieutenants exists (in some cases sergeants and lieutenants were observed doing police work when their "troops" were not).
- Prisoner handling procedures were observed to be very time consuming and potentially dangerous; this should be studied particularly in view of one versus two officer cars.
- The use of task force personnel currently obscures productivity problems in patrol; patrol should assume the bulk of tactical activities on a sector basis leaving task force to a higher productive, three part function:
 1. Technical, planning, and training assistance to patrol in tactics.
 2. Overlapping sector or district crime patterns.
 3. Complex and/or continuous crime patterns.
- Roll calls had all of the appearances of a "we-they," "control-the-troops" style; there was no physical evidence of sector level planning or communications; some sergeants indicated that they waited until they were on the street to discuss things (one-on-one); as CAU and OPS products begin to emerge, the roll call time will have to be better managed.
- The function of the patrol officer in criminal investigations and crime prevention is poorly understood by the rank and file.
- Traffic unit personnel and managers should be more closely involved with directed patrol and tactical planning to take advantage of overlap situations.
- There is a high degree of competency and enthusiasm in patrol that should be put to more productive use.

3.2.3 Critical Issues for Uniform Services:

1. Uniform services is the largest unit in MPD--the one capable of achieving greatest productivity in service delivery; yet, it is the least managed; it must move into

a controlled, risk-oriented management style, away from its current supervisory style (active vs. passive).

2. MPD must identify and put to use alternative methods of police service delivery--ones that are more appropriate to the type of need (e.g., other than dispatch or teleservice).
3. The communication function has to be the major vehicle for workload management; uniform services will have to rethink its current approach to and use of communications.
4. The roles of uniform services should be redefined in crime prevention, criminal investigations, and habitual offenders; uniform services is potentially the biggest and most effective provider of these services.

3.3 Field Services

3.3.1 Description. Field Services is headed by a Deputy Chief. There are three distinct parts: Criminal Investigation Section (CIS), Community Relations and support (the Crime Information Center and Identification--CIC and ID). CIS and Community Relations are each headed by majors who report to the Deputy Chief; and CIC and ID are headed by lesser ranks.

CIS, at one time, was sufficiently staffed and enjoyed good informational support from CIC and technical support from ID. After the 1980 riots, CIS lost a large number of personnel and cases cleared went down commensurate with the loss of personnel. The numbers of cases that went unassigned rose dramatically during this period. The loss of personnel contributed heavily to the decline of CIS, but this decline was further exacerbated by the virtual disbanding of a previously well-staffed CIC. CIC had clearly contributed heavily to the prior success of CIS.

CIS has, perhaps, the most comprehensive and specific SOP's in MPD. The SOP's cover objectives, requirements, basic procedures for each unit, policies, duties, victim follow-up, and handling procedures. The SOP's refer to the roles of senior citizen workers in CIS. Case screening criteria are covered in the SOP's and the use of field interview cards, crime analysis, and property logs are noted for reporting purposes. However, it was not clear that these standard operating procedures were actually in use.

Persons interviewed in CIS (overall commander, persons unit, property unit/s, CIC, and ID) provided the following comments on needs:

ANNEX B

CITY OF MIAMI, FLORIDA
INTER-OFFICE MEMORANDUM

TO: Herbert Breslow
Assistant Chief
Operations Division

DATE: 12 July 1981

FILE: ORG 3-1

SUBJECT: Reduction of Supervisor's
Paperwork

FROM: Lt. A. Vincent
Communications Unit

REFERENCES:

ENCLOSURES:

Following your instructions to develop a plan that will reduce supervisor's paperwork by 20% a committee was formed. I selected Sgt. Webb, Sgt. Evans Platoon "A", and Sgt. Travis, to meet with me and discuss proposals for reducing paperwork.

In the attached report you will find suggestions offered to eliminate what everyone believed to be unnecessary tasks. Also, we modified existing procedure and some report forms to reach your 20% goal.

Please contact me should you want clarification on any proposal offered. Thank you.

AV:sjb

20% REDUCTION OF SUPERVISOR'S PAPERWORK

According to the latest Patrol Section standard operating procedures a field sergeant's duties consist of 15% administrative duties, roll call 10%, field activities 65%, handling complaints 5%, and special projects 5%.

Within each of these activities, certain tasks performed by field sergeants consist of the preparation of written paperwork. The following tasks have been analyzed by our committee and proposals to curtail the amount of paperwork are offered.

SUPERVISOR'S VEHICLE ACCIDENT REPORT

This report has recently been revised and according to the committee it is concise, thorough, and does not need to be modified or altered.

CONTROL OF PERSONS INCIDENTS

This report is concise and thorough. The amount of time needed to prepare a supervisors narrative along with the investigation is quite lengthy, however, we could not modify it without decreasing its value and integrity.

We do offer a change in the prerequisite for preparing a control of persons package. We recommend the standard operating procedure be changed. The current guideline states:

1. Force requiring a control of persons report (Form 184A).
 - A. That force necessary to subdue a person physically resisting arrest, and lawful detention, or the force necessary to overcome any act of aggression towards a police officer or any other person.

We recommend this paragraph be deleted.

It amounts to a physical confrontation and a struggle which results, or could have resulted in an injury, or can result in a claim of injury to the offender.

We recommend this paragraph be changed to read:

It amounts to a physical confrontation and a struggle which results in an injury or a claim of injury to the offender.

SUPERVISORY'S REPORT OF INJURY

The committee believed this report was concise, thorough, and did not need to be changed. The committee requests the preparation on the yellow form "Notice of Injury" State of Fla. be completed, and typed in personnel after the officer and supervisor sign it.

WORKSHEETS

The committee believed the tabulation and review of worksheets were necessary for the proper supervision of subordinates. All members felt no change in the review, tabulation and posting of monthly statistics for officers was warranted.

PREPARATION OF WORKSHEET

We believed the preparation of a daily worksheet by a supervisor was unnecessary due to the nature of their duties. Also, each member maintained notebooks to record their activities. The committee believes the maintenance of a notebook would be sufficient.

SEMI-ANNUAL EVALUATIONS

The committee believes these reports to be extremely essential and that their proper preparation is one of their most important duties.

The committee believes the quality of these reports must be maintained at a high level with thoroughness, an absolute requirement. We recommend the addition of specific subcategories to indicate "I" time, accidents, court profile, height and weight. This would help maintain uniformity.

PROBATIONARY EVALUATIONS

Comments should only be required if rated improvement needed, or unsatisfactory.

EMPLOYEE PROFILE SHEET

This is a time consuming report that is maintained only by Patrol Section. Whenever an officer transfers to patrol, his patrol supervisor must update his profile sheet.

Profile sheets are difficult to maintain, however, if they must be kept we recommend it be implemented department wide or eliminated.

ANNUAL MERIT PAY RAISE

This report is solely a determination as to whether an employee deserves his merit pay raise or not. We do not believe a lengthy narrative is necessary when approval is recommended. Only a statement reflecting the last 2 semi-annual evaluations and how the employee is currently performing.

If a narrative is required which lists the items mentioned in the attached copy then a standardized report should be prepared with those items listed, eg court profile, reprimands, "I" days, see attached item.

PERSONNEL INSPECTIONS (Monthly)

The committee believes the current inspection report is time consuming and unnecessary. A sector sergeant could inspect his entire squad monthly, and only document the deficiencies if any in the officer's personnel file. A memo to the platoon commander listing personnel inspected, and deficiencies noted could replace the preparation of numerous inspection reports.

MONTHLY SCHEDULES

No change recommended.

REVISE E.M.L.

No change recommended.

REPRIMANDS & COMMENDATIONS

No change recommended.

INVESTIGATE CITIZEN COMPLAINTS

The present investigatory report is time consuming according to the committee. We recommend the Internal Security Commander determine which complaints be investigated, and recorded on the present report. Also, on complaints that do not require such a thorough report we recommend use of the alternate report are submitting. See items attached.

WALK-IN COMPLAINT FORMS

No change recommended in report, but we ask for a change in policy allowing the immediate supervisor of the officer involved to conduct an investigation, and handle the matter on the spot. Then the supervisor would forward a memorandum indicating the complainant, officer, type of complaint, results of his investigation; and action taken if applicable.

DRAFT LETTERS for Chief's signature on citizen complaints.

This is one task that has created a great amount of frustration and paperwork. Writing a letter depends upon personal style, and it is difficult to satisfy another's standard. This task should be given to one person, sworn, or otherwise who possesses skill in letter writing. This would reduce a troublesome task for supervisors. Letters could be written from the information contained in reports forwarded by supervisors.

AV:sjb

SIMPLE COMPLAINT FORMAT

1. Charges or Allegations (Brief Statement)

2. Are charges or allegations a violation of Departmental policy, procedure, or law?
Yes _____ No _____ If No - Explain:

3. Were you able to contact complainant to substantiate charges or allegations? Yes _____ No _____
If No-Explain:

4. Does complainants statement agree with stated charges or allegations? Yes _____ No _____ If No-Explain:

5. Were you able to contact any witnesses that substantiate complainants statement? Yes _____ No _____

6. Do statements of witnesses agree with complainants charges or allegations? Yes _____ No _____ If No-Explain:

7. Statement of officer's involved: (Give statement or attach red line memo of each officer involved)

8. Do statements of Officer's involved agree with charges or allegations? Yes _____ No _____ If No-Explain:

9. Did Officers' involved violate any departmental policy procedure, or law? Yes _____ No _____ If Yes-Explain:

10. Findings of charges or allegations:
Cleared _____ Inconclusive _____ Substantiated _____ Withdrawn _____

11. What disciplinary action is recommended as a result of this Investigation?

12. Notification of results of investigation
Method Telephone _____ In Person _____ Registered Letter _____
Date Time

ANNUAL SALARY INCREASE

Employee _____

Unit/Section _____

The employee listed above is eligible for an annual salary increase within the pay range of his classification during the month of _____. This increase should be awarded on the basis of continued satisfactory performance. To prevent these annual increases from becoming automatic, a positive recommendation is needed from each employee's direct supervisor certifying as to the employee's performance. Each superior officer shall review the employee's personnel file, taking special cognizance of the employee's previous Employee Performance Evaluation Reports, and comment whether the pay increase should be recommended.

Please return this report by _____ to the Personnel Detail for review by the Chief of Police.

Comments:

- A. NUMBER OF COMMENDATIONS RECEIVED _____
- B. NUMBER OF REPRIMANDS RECEIVED _____
- C. NUMBER OF "I" OR "IF" DAYS _____
- D. NUMBER OF MISSED COURT _____
- E. AGE _____ HEIGHT _____ WEIGHT _____

MEETS DEPARTMENT GUIDELINES YES ___ NO ___

COMMENTS:

Note: If the increase is not recommended, the immediate supervisor must discuss the reason for such action with the employee.

<u>Endorsements:</u>	<u>Approved:</u>	<u>Disapproved:</u>
_____ Immediate Supervisor	_____	_____
_____ Unit Commander	_____	_____
_____ Section Commander	_____	_____
_____ Assistant Chief of Police	_____	_____

ANNUAL SALARY INCREASE

Name	Unit/Section
------	--------------

The employee listed above is eligible for an annual salary increase within the pay range of his classification.

The increase will be awarded on the basis of continued satisfactory performance and this will be determined by reviewing the past two (2) employee performance evaluation reports.

Comments: (Either to approve or disapprove)
(Brief)

Note: Discussion required by employee's immediate supervisor if pay increase is denied.

ENDORSEMENT:

Approved:

Disapproved:

Immediate Supervisor

Unit Commander

Section Commander

Assistant Chief of Police