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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)

POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT:	Involvement and Use of Senior Citizens in the San Diego, California, ICAP.
REPORT NUMBER:	77-074-165
FOR:	Office of Regional Operations, LEAA

Population	780,000
Police Strength (Sworn)	1,125
(Civilian)	309
Total	781,434
Square Mile Area	319.5

NCJRS
JUN 1978
ACQUISITIONS

47826

CONTRACTOR:	Public Administration Service 1776 Massachusetts Avenue, N.W. Washington, D.C. 20036
CONSULTANT:	Bruce B. Bird
CONTRACT NUMBER:	J-LEAA-002-76
DATE:	March, 1978

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I. INTRODUCTION

This report, which was prepared at the request of the Office of Regional Operations, Law Enforcement Assistance Administration, details the use of senior citizens as part-time employees in the San Diego Police Department's Integrated Criminal Apprehension Program (ICAP) or Crime Analysis Unit. It will review the manner and purpose for which these employees were originally hired and how they are currently utilized. Recommendations are directed toward issues to be addressed when considering replication of elements of this application in other ICAP programs.

Background

The Integrated Criminal Apprehension Program in the San Diego Police Department began in October, 1976, under the Career Criminal Program, with a $300,000 discretionary grant from the Law Enforcement Assistance Administration, matched by $33,000 of combined local and state criminal justice planning agency funds (California Office of Criminal Justice Planning).

San Diego, California, is a city of 319.5 square miles having a population of 780,000 (January, 1977, estimate). Its pleasant climate and surroundings attract numerous retirees to the area. It also has a large military population, including retired and active duty personnel from the San Diego Navy Base and from Camp Pendleton, the large Marine training base adjacent to San Diego. Portions of San Diego adjoin Tijuana, Mexico, an area which has the largest number of both legal and illegal daily crossings anywhere along the border. Tourism and aerospace are the major industries of the area. The San Diego Police Department, under the direction of Chief William B. Kolender, maintains a force that provides 1.44 sworn personnel per 1,000 population and 1.83 total personnel per 1,000 population at an annual operating cost of $39.42 per capita.

The use described here being made of senior citizens in the Integrated Criminal Apprehension Program of the San Diego Police Department was recognized by the Law Enforcement Assistance Administration as an activity which should be considered for potential transferability to other Integrated Criminal Apprehension Programs.

Though all reports regarding San Diego's use of senior citizens in its ICAP program were positive, a need existed to verify and document the information for dissemination to other agencies. With the intent of making this information known to other agencies for their consideration and possible adoption, the Law Enforcement

Assistance Administration undertook to detail the development and operation of this element of the San Diego Police Department's ICAP.

Assigned to this task was Bruce B. Bird, a private consultant from Sacramento, California, who had previously directed a national training series on Crime Analysis for the LEAA and had collaborated on other documents and training relative to Crime Analysis/Integrated Criminal Apprehension Programs.

The consultant conducted on-site visits of the operation, reviewing its conception, development, and current status and assessing possibilities for continued and/or expanded use of senior citizens in the Integrated Criminal Apprehension Programs and police operations in general.

During the course of this review, the consultant held several interviews with the Project Director of the San Diego ICAP, Mr. George Sullivan. Also interviewed were Lt. Dave Spezack, head of the Research and Analysis Section to which the ICAP is assigned and Inspector Ken Fortier who is in charge of Staff Services. A brief discussion was also held with Inspector Ken O'Brian of Patrol regarding the use of senior citizens in ICAP and the additional potential for their use elsewhere in the department. Also contacted were several full-time personnel permanently assigned to the Integrated Criminal Apprehension Program, including the "team leaders" to which a senior citizen might be assigned as well as "co-workers" of the seniors. Serveral senior citizens were also interviewed in an effort to objectively assess their attitudes and involvement. An interview was also conducted with Ms. Evelyn Herrmann, Coordinator of Senior Citizen Affairs for the City of San Diego, who provided referrals of personnel to Mr. Sullivan and who assisted in by-passing "civil service red-tape" frequently encountered in the development of new employment classifications, etc.

II. ANALYSIS OF THE PROBLEM

The problem giving rise to the use of senior citizens in San Diego's Integrated Criminal Apprehension Program was the same basic problem continually confronting administrators and program managers everywhere--to find the most productive methods and staff to do a given job within the time and budget constraints imposed.

At the time the senior citizens were brought into the program, the San Diego Police Department was in the first stages of developing its Integrated Criminal Apprehension Program. Decisions on project design, emphasis, staffing, etc., were still being worked through. Concurrently, there was the need to establish a data base of information which could be massaged by the computer to provide information and reports responsive to the needs of the patrol officers, detectives, and departmental administration.

The specific problem first approached by assigning senior citizens was the massive process of analyzing crime and incident reports, determining what specific information should be retained, encoding that information precisely, and entering it into the computer data bank. Senior citizens later were given other assignments as needs and abilities were identified.

The problem and its solution being assessed in this report is: Has the use of senior citizens as part-time employees of the San Diego Police Department been effective, both financially and programatically?

The review of the use of the senior citizens in this project and the success of that venture will be presented in a combined chronological event layout, which will include chronological development and principles involved; screening/selection process; method of payment and class of employee; description of the people selected; training methods and amounts; tasks assigned; and manner in which assigned and supervised.

Reasons for the success or failure of the effort will be identified and factors, both internal and external, influencing the effort will also be discussed.

The San Diego ICAP

With the intent of developing "tactical responses to crime," the San Diego Police Department put into operation in October, 1976 what is variously known as the "Career Criminal-Crime Analysis Project" or the "Integrated Criminal Apprehension Program."

Funds in the amount of $333,000 were provided by the U.S. Department of Justice Law Enforcement Assistance Administration, supplemented by state and local funds. A "no cost" extension was obtained to prolong the use of these funds through December, 1977. An additional grant for 1978 has been awareded by the same sources in the same amount.

Mr. George Sullivan, formerly of the Kansas City, Kansas, Police Department, was hired as the Director of Crime Analysis and the Program Manager for the Career Criminal Grant. His first tasks were to redefine statements in the Grant Application and to define more specific project goals. Next came the job of creating the organization which would have the ability to achieve the objectives. Upon establishing the team, they then jointly developed the procedures through which to achieve their objectives.

The program objectives (discussed in detail in Appendix A) are outlined as follows:

I. Identification

- A. Improved Preliminary Investigations
- B. Crime Data Collection Retrieval Process
- C. Automated Offender File
- D. Crime Series and Offender Determination

II. Apprehension

- A. Dissemination of Suspect Information
- B. Establishment of Apprehension Tactics
- C. Coordination of Apprehension Tactics

III. Prosecution

- A. Career Criminal Identification
- B. Case Preparation Support
- C. A Communication Network

The Career Criminal Program is staffed by 10 full-time and 3 part-time personnel, supplemented by 13-14 senior citizens. The staff is composed of both sworn and civilian personnel. The structure and assignments of the unit are also fully defined in Appendix A.

The crimes selected as the initial targets for the program were robbery, rape, child molestation, commercial burglary, and burglary hot prowls. The Crime Analysis Staff, comprised of the Crime Research and Offender Tracking Teams, develops, maintains, and analyzes information obtained from such sources as Crime and Incident Reports,

Follow-up Reports, Field Interrogation Reports, etc. The data is computer collected, maintained, and retrievable, and able to be correlated to produce in a timely and accurate manner 1) offender descriptions, behaviors, and locations, and 2) determination of crime series and listings of probable suspects.

The EDP equipment utilized for the project is "time-shared" from a commercial source. The legal issues relating to the concerns of security and privacy were dealt with by the encryption or "scrambling" of data access codes, activity logging, and other controls. Upon the completion and refinement of the required computer programs, they will be transferred to the computer system maintained by the city.

Circumstances of Senior Citizen Involvement

It became evident that large numbers of short-term personnel would be necessary to process the thousands of reports required to establish a data base for an automated analysis capability. Initial plans were to use a source of temporary clerical help such as "Kelly Girls" or "Manpower," but an LEAA official who had been considering the possibility of such a use for senior citizens suggested to George Sullivan of San Diego Police Department that this idea be pursued.

Though no known use of seniors in an analysis and coding function had previously been made, their use in cooperative efforts as volunteers with law enforcement was not entirely new. A recent instance that attracted national media attention was the Cottage Grove, Oregon, project. The use of elderly male volunteers trained to educate the public in methods of burglary prevention resulted in the reduction of the burglary rate by 23% in one year and earned from Parade Magazine an award for Capt. Paul Smith, the project organizer.

A similar effort, that of the distribution of information, had been underway in San Diego. This was an idea of Ms. Evelyn Herrmann, who is employed by the City of San Diego as a coordinator for senior citizens and human resources. She had also been the innovator of a pedestrian safety program for senior citizens called S.O.S.--"Save Our Seniors."

The senior citizen groups of the San Diego area had also participated with the California Attorney's General's Crime Prevention Division. This was a combined effort to develop an awareness and education program about "scams" and other victimization of senior citizens.

Apparently there had also been some discussion within the American Association of Retired Persons (AARP) regarding ways in which the resources of talent and experience of their membership might be utilized in assisting the police. Lt. Dave Spezack of San Diego Police Department had worked with Ms. Herrmann and AARP on the burglary crime prevention effort and began the initial discussions regarding the potential use of seniors in ICAP.

It is interesting to note that the AARP is reportedly contemplating the development of a curriculum for inclusion in police and sheriff's training academies on the topic of "The Impact of Crime on the Elderly." It is anticipated that this training effort would not limit itself to the frequency and types of crime, but would also include an orientation of the impact of crime on senior victims. It would also identify considerations the officer should have when dealing with those particular victims. The second phase of AARP's goals are described as the "utilization of seniors in criminal justice."

Method of Personnel Selection

Upon reviewing the ICAP program and the role seniors could have with the San Diego Police Department in its ICAP program, it quickly became evident that Ms. Herrmann could be a focal point for contacting applicants and directing them to Mr. Sullivan as potential job candidates. As part of her ongoing efforts to assist seniors, she would receive and maintain information on ICAP job applicants. Word of mouth, contact with other senior citizen groups, a newspaper article, and mention on Ms. Herrmann's TV program resulted in more applicants than could be effectively dealt with--more than 70 responses for 14 positions.

Ms. Herrmann utilized an existing application form for senior citizen employment referrals and maintained an additional green file card on each applicant. Samples of these forms are included as Appendixes B and C of this report. After conducting a brief interview to determine such basic issues as health, transportation, time available, and past work experience, those applicants appearing suitable were then referred to the police department. It should be noted that the majority of the applicants appeared to be at least minimally qualified.

When appearing at the police department, they were advised by the project manager of the type and level of work to be performed. This was done as a preliminary step in the orientation and conducted in such a manner as to provide a chance for the applicants to gracefully withdraw if they chose. The project manager and applicant discussed each applicant's past work experience and current employment desires, and the applicant was then further briefed by the lieutenant. This briefing included an orientation regarding the basic role of the

department, legal requirements on people working with the police, issues of privacy and confidentiality, etc. The requirements of the job were agian outlined and the seniors advised that should they remain interested and if they were selected for placement, a background check would be conducted on them.

Employee Classification and Payment

When processing a potential employee, the only formally retained information is the name, age, address and social security number. Data is developed regarding past employment history and, utilizing this information, a background check is conducted. This is done by the "background unit" and is the same as that conducted for all civilian employees.

Minimal paperwork is developed regarding the senior citizen employees because of the type of arrangement under which they are hired. Civil Service regulations and procedures preclude the hiring of a senior citizen in a manner providing the flexibility required by the department. Those issues include testing, benefits, physical examinations, affirmative action, limited term assignment, odd work hours, etc.

Initially, it was thought that people could be secured for a brief term from a source such as Kelly Girls. Money had been placed in the budget under "Temporary Help-Consultant Services." When the potential of the seniors was discovered, it was found that the department could not contract with private individuals in a way that allowed the required flexibility, but it could contract with another agency.

Consequently, the following arrangements were made with Ms. Herrmann and the Office of Community Services. The seniors are part-time personnel supplied by her agency, but in fact are independent individuals taking no direction from, nor giving any of their salary to the Office of Community Services. Community Services provides a monthly invoice to the police department with no administrative charges. The checks are paid directly to the individual at the rate of $3.00 per hour with no deductions (retirement, hospitalization, etc.), except that which may be required by law. This arrangement allows maximum flexibility for both department and employee, reduces the overall costs to the department, and provides maximum financial benefit to the employee.

This was found to be a much more beneficial arrangement than the use of the "student intern program" that had previously been tried by the department. The disadvantages of that program were that the participants were strictly volunteers, the motivation was usually predominantly toward college credit or the professor and

not the department, there was a lack of consistency and/or control of the individual, and hours were less flexible.

A paid intern program is being considered by the department as yet another alternative. If and when it is developed, the merits of its cost and personnel effectiveness will have to be compared to the use of seniors in specific application.

A suggestion from the project manager was that where possible for this sort of assignment, if a mechanism can be created which avoids the third party role of personnel, it is to the project's advantage.

Profile of the Employee

Individual employees in this program range in age from 57 to 79 years, the majority being women in their mid to late 60's. Of the 14 who began employment in May, 1977, all continued to be employed as of September. Most of them have had prior employment, usually involving at some point typing, clerical, bookkeeping, secretarial, teller, or business experience.

The amount of time lost from the job and rate of tardiness is less than that of most employees. This could be attributed either to their work habits, attitude and dedication to the job, or the fact that their work schedule is less demanding than the normal 40-hour week.

The learning ability of the senior employee appears to be average, if not above average. Their work experience and maturity is to the advantage of the department. Their flexibility is probably average, but may be more limited with some individuals as it is in any employee cross-section.

San Diego found it preferable not to assign any tasks to the seniors which were stressful to them. This was not done because they found the employee unable to handle the stress, but rather was based on the feeling that when all factors were considered, a senior citizen should not have to be placed in such situations.

The accuracy and level of work performance was found to be slightly below than that of the analysts (permanent employees of a higher classification). It was, however, acceptable within quality control levels. Ir was also found that seniors are more inclined to ask questions and more readily accept suggestions or correction. It appears that they are more highly motivated to do a good job.

It should be noted that the type of tasks assigned in the San Diego project were those of much detail requiring the assessments of written narratives, the interpretation and inferences of M.O. characteristics, the noting of identifying factors for suspects, tools used, and commonality of victim and M.O. These assignments require much more than the simple filing of reports or tallying of figures. This is work that could be classed as causing "early fatigue of the eyes and seat." The seniors' temperament and flexible schedule, however, tended to reduce such effects.

Performance can best be summed up in the words of the project manager: "Perhaps they don't move as quickly, but this is offset by their high activity level and quality of work, greater patience, and ability to handle routine tasks".

When interviewed, more senior employees indicated that their main motivation for becoming involved in the ICAP program was "It made me feel useful, involved." However, other comments (see Appendix D) expressed a desire to help combat crime and put their time to good use. Though only one or two mentioned the salary as an issue, Ms. Herrman states that it is a larger factor than their pride will allow them to indicate. It is also felt that for some, their role with the department provides them with a sort of vicarious thrill or involvement in the excitement of some aspects of police work. Too, for some it undoubtedly can provide increased esteem among their peer group to be able to indicate that they are working and are employeed in "Crime Analysis."

Although the factors of "excitement" or peer acknowledgement may perhaps be stimulation or motivation for some seniors, there is no evidence that they fail to maintain the privacy and confidentiality about their work that is required by law and departmental policy.

TRAINING

No specific training plan was devised, and the training that was provided was done in a somewhat informal manner as needs seemed to dictate.

After the initial interviewing process, there was a brief orientation that included a description of the department's structure and various tasks, a tour of facilities and introduction to appropriate personnel, participation in the "ride along" program, etc.

Introductions to the unit staffs were made, and training was provided regarding the project history and goals and method of operation. The reporting lines and structure was discussed, with an emphasis on informality and a team work concept.

After the general briefing as to department and unit goals, structure, and operation, each senior employee was assigned to a team leader who then provided training as appropriate to the team's operation and the needs, assignment, and learning speed of the trainee.

TASKS ASSIGNED

When they were first employed, it was envisioned that the seniors would only gather data from crime/incident reports and manually code that data onto other forms. It was quickly found that their reliability and skills allowed a much broader application. As time has passed, the capability of the seniors has continued to be demonstrated, as has their competency as civilian employees suitable for assignment in varied and increasingly complex roles.

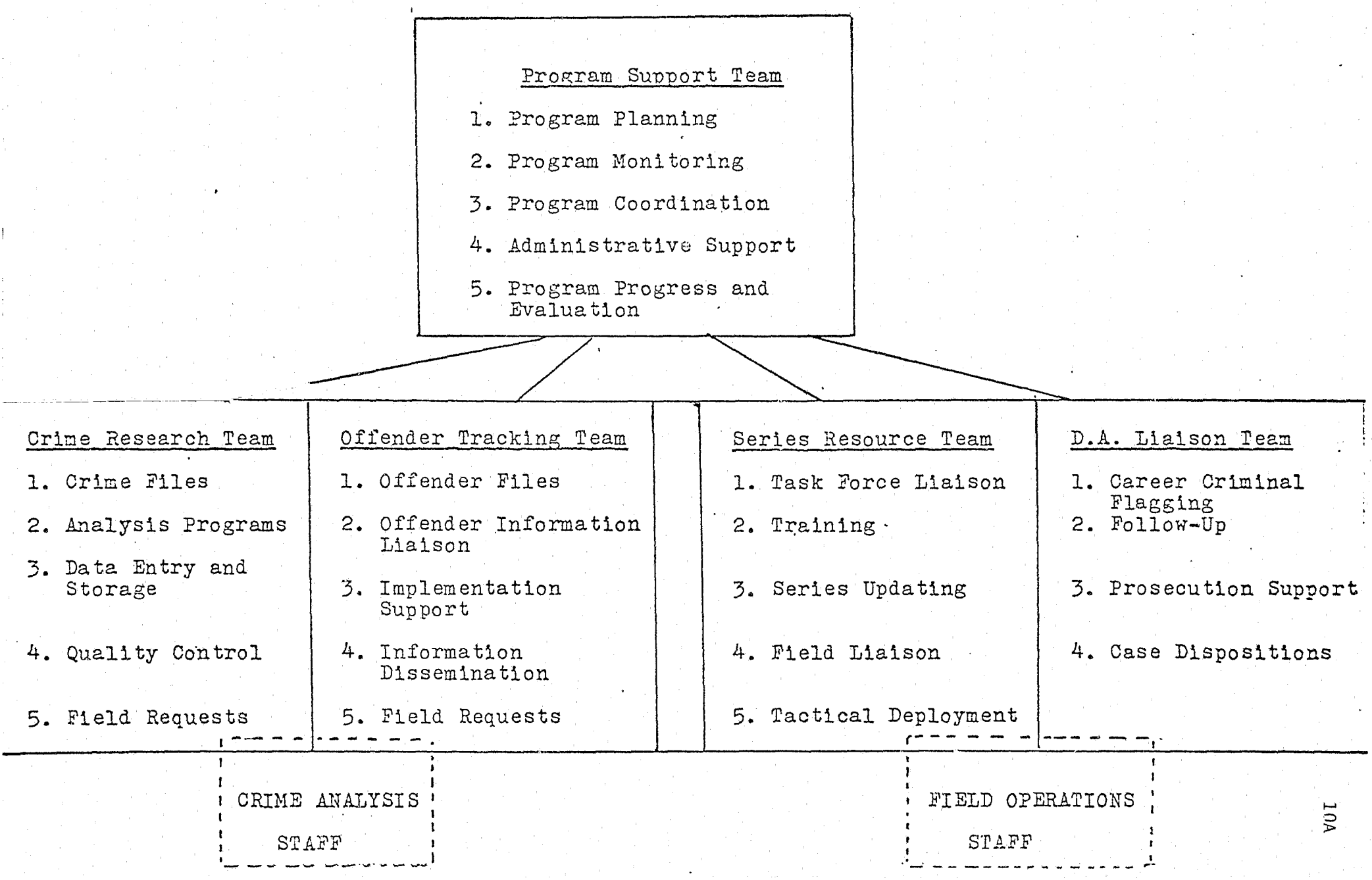
Within the crime analysis unit, seniors now not only code data from crime reports, they use the computer terminal to make on-line entry of data into the information bank. They also do quality control checking for errors in data, rudimentary analysis tasks, and many other jobs that were originally felt to be beyond the potential of senior employees.

Some of the things that the senior citizen employees of the crime analysis unit do or have done include 1) Encode data from varied reports on to coding forms; 2) Use computer terminal to enter and check data; 3) Use computer terminal to obtain data and make data correlations; 4) Basic analysis assignment; 5) Typing, filing, sorting; and 6) Publish, file, and distribute a "daily alert" or "investigative supplement"; 7) Collate photos with suspect/M.O. descriptors and/or crime type; 8) Conduct analysis and compile a study on the problem of "false alarms" (burglary/intrusions); 9) Utilize "identakit" to make composite photos from suspects' booking pictures (mug shots) so that the overlays used may be noted and that description of overlays transmitted elsewhere (i.e., via teletype) in order to effect an accurate recreation of the identakit picture at other locations when an actual mug shot is not yet available; 10) Copy records and provide miscellaneous administrative assistance; and 11) Determine what criminal history records (Federal, state, and county) should be used in creating the project file on a given offender.

MANNER IN WHICH ASSIGNED AND SUPERVISED

The senior aides were assigned to one of the five teams within the unit: program support, crime research, offender tracking, series resource, and district attorney liaison (see Chart 1). Assignments have not remained constant, reflecting changes of project needs and priorities and the determination of specific skills and/or weaknesses of the seniors. Lowest level of application has been with the district attorney liaison team.

Chart 1 - Organizational Roles, Career Criminal Program



Each team leader was charged with the responsibility for training the employees, scheduling, and keeping records of their work four hours a day, three days a week. They normally work from 9 a.m. to 1 p.m. or 1 p.m. to 5 p.m.; however, some have split shcedules or occasionally work longer than four hours a day. Though the unit normally does not function on weekends, some seniors occasionally choose to come in on weekends and are able to perform their usual tasks without direct supervision.

The research aides, also under the team leader, act as monitors or coaches to the seniors and make checks for quality control.

The relationship between staff, supervisory personnel, and the seniors has been good. Initially, there was some resistance by staff to the idea of senior citizens being able to do jobs they had previously done; some of the staff apparently thought of senior citizens as imcompetent, senile people who would require more supervision than would be worth the amount of work produced.

The amount of supervision required was found to be no more that for most employees and certainly required a lesser amount and degree than would be needed in supervising people from a temporary help agency or students. As previously mentioned, the senior employees proved to be more amenable to direction and more inclined to ask questions.

III. CONCLUSIONS

Contrary to the mental image held by some individuals that senior citizens are "little old ladies in tennis shoes" who have limited ability, this project (as have many in non-law enforcement environments) has proven them to be capable, willing, and alert individuals who can be a valuable resource.

Some skepticism was evident in the police department when it was proposed that senior citizens be hired. However, once line staff became aware of the tasks being performed by them and the level and amount of work being produced, they soon wanted to appear as endorsing the concept, even to the extent of seeking recognition as an original supporter. Of greater interest is the fact that other units within the department are now finding assignments which could be routinely handled by seniors, thereby freeing more highly trained and paid personnel for more complicated assignments.

Statements are included as Appendix E from the Mayor, City Manager, Chief of Police, and project director commenting in various ways on their endorsements of the project's use of seniors.

Also included as Appendix F is an internal memo describing the use of seniors in the processing of subpeonas and operating the resource room.

Additional uses contemplated are in the installation and maintenance of silent alarms used by the technical team and in the record section--filing, pulling records, tabulating for UCR, etc.

In addition to making more highly trained staff available for other assignments, the use of senior citizens also creates a considerable financial saving. For example, a normal "person" month of 168 hours in San Diego would cost $504 when utilizing a senior citizen and $865 if using a research aide, which is the basic entry position in the crime analysis unit. This is a savings of $361 a month or an annual savings of $4,332.

In addition to these considerable savings, it has been demonstrated that in some assignments the use of senior citizens is no less attractive or productive than the use of normal civil service classifications, and in fact in some instances is preferable for reasons other than financial.

IV. RECOMMENDATIONS

When considering the use of seniors, the following procedures are recommended, based on the San Diego experience:

1. First, determine the tasks that will be assigned to the seniors.

2. Determine the specific skills or aptitudes sought.

3. Plan the number of person hours or the number of individuals needed to do the job. Break this down by assignment, by week, and cost. An average of 12 to 20 hours seemed to be best for most seniors.

4. Assess the available mechanisms through which seniors could be hired -- for example, by Civil Service or by a method similar to that used by San Diego. Determine the advantages, disadvantages, and cost of each method.

5. Consider the use of seniors as a regular budget item in your annual plan.

6. Attempt to use existing senior citizens groups and communications media to make them aware of the job opportunity. These groups can also do some of the referral work, as did Ms. Herrmann in San Diego.

7. Utilize a more involved screening process when selecting potential employees. Since there are so many seniors available and able to work, a little more time and effort in identifying desired skills and traits is to the advantage of the police department.

8. A simple test based on the work to be performed in the actual assignment could be considered as an aid in selecting the potential employee.

9. When interviewing seniors, be candid about the job requirements, type of work, and the department's expectations. Atempt to assess their motives for seeking employment.

10. Once they are hired, provide the seniors with a thorough orientation on the police department, its responsibilities and methods of meeting those responsibilities, the organizational structure and interrelationships, etc.

11. Provide them with in-depth training for their assignment. Make them aware of how their particular task fits into the overall goal.

12. Provide a mechanism for two-way communication, from the seniors to the supervisors and from staff to the seniors.

13. Establish a means of making other staff members aware of the use and benefit of the seniors in an effort to gain better acceptance for them.

14. Conduct employee evaluation interviews with the seniors at specified times (e.g., at 3,6, and 9 months) to formally assess and comment on their work and obtain comments from the senior regarding their job.

15. Do not get caught in the trap of thinking "only sworn personnel can do the job". Try seniors in a variety of applications.

APPENDIXES

SAN DIEGO POLICE DEPARTMENT

LAW ENFORCEMENT FOCUS ON CAREER CRIMINALS

(AN LEAA INTEGRATED CRIMINAL APPREHENSION PROGRAM)

WILLIAM B. KOLENDER, CHIEF OF POLICE
KENNETH FORTIER, INSPECTOR, PROJECT DIRECTOR
GEORGE J. SULLIVAN, PROJECT MANAGER

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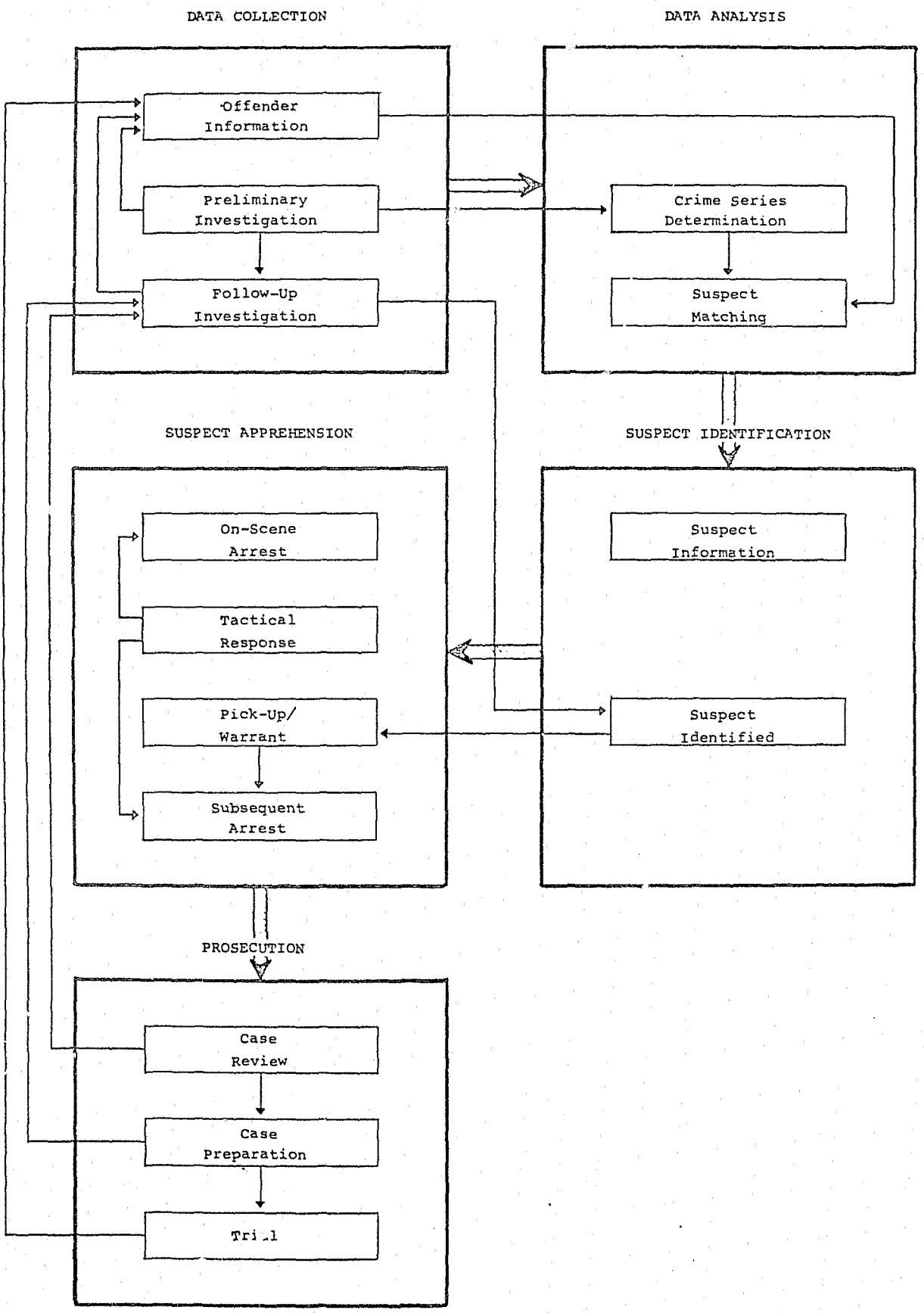
PROGRAM OVERVIEW

The Law Enforcement Focus on Career Criminals Program endeavors to augment a successful Prosecutorial Career Criminal Program by increasing emphasis on the identification, apprehension, and prosecutorial support of repeat offenders of violent crimes. Research suggests that the police can better fulfill these roles by enhancing crime analysis functions, providing timely, accurate, and relevant information to tactical planners, and by improving the management of investigative and apprehension activities. Such changes are hoped to occur through a program which will provide: 1.) increased organizational emphasis and training on preliminary investigations; 2.) better offender based analysis procedures and supporting equipment; and 3.) systematic, planned tactical responses based on 1.) and 2.).

A substantial proportion of suspects apprehended will meet the criteria for career criminal status. With the help of police, the prosecutor will screen cases to identify those who warrant the substantially enhanced prosecutorial effort. The full-time attention of a senior trial attorney and police liaison will result not only in improved case preparation and presentation, but also in a strong emphasis on expediting the case at each judicial stage.

CAREER CRIMINAL POLICE PROGRAM INVOLVEMENT

DESCRIPTIVE PROCESS MODEL



CAREER CRIMINAL PROGRAM

Goals and Objectives

SAN DIEGO POLICE DEPARTMENT
CAREER CRIMINAL PROGRAM

STATEMENT OF PURPOSE

Of the many functions that are legitimately undertaken by police agencies*, three represent the foci of this program: (1.) To investigate offenses reported to the police in an effort to solve them and to identify the perpetrators; (2.) To locate and apprehend individuals as a result of an investigation as having committed an offense; and (3.) To aid in the prosecution of those against whom criminal charges are preferred. Because of the rapidly increasing crime rate in the City of San Diego and increases in the demand for other police services, especially in light of an absence of commensurate increases in technological and organizational resources, these three functions have become more fragmented and less effective.

An important assumption underlying this effort is that for certain crimes there is a relatively small number of offenders who have been habitually committing a disproportionately high frequency of offenses. Furthermore, identifying these "career criminals", major violators, recidivist offenders, etc., with the crime series they have committed and apprehending them will allow for more efficient use of police resources while solving more crimes, and will assist in more successful prosecutions.

It is intended that this will be a development program designed, implemented and evaluated employing a participatory management framework within the parent organization, the San Diego Police Department, as well as with other relevant agencies throughout the county. It is also intended to utilize the most advanced techniques and equipment feasible in order to reach the program goals while maintaining the rights of all persons involved.

PROGRAM GOAL AREAS

The following three areas constitute the primary thrusts of this program and serve as the foundation for the construction of program goals.

I. Identification:

The capability to identify crime series and their perpetrators for the crimes of robbery, rape, child molest, commercial burglary, and burglary hot prowls

II. Apprehension:

The capability to provide suspect information that will result in the location and apprehension of recidivist offenders of the crimes of robbery, rape, child molest, commercial burglary, and burglary hot prowls

* Adapted from "Directed Patrol", Kansas City, MO P.D., Aug. 1974-

III. Prosecution:

The capability to provide post-arrest assistance for the purpose of successfully prosecuting recidivist offenders of the crimes of robbery, rape, child molest, commercial burglary, and burglary hot prowls

PROGRAM GOALS

The following goal statements have been generated from the above program areas in order to insure relevance and comprehensiveness, and have been formulated so as to reduce ambiguity with respect to the direction of the program's efforts and the utilization of its resources.

GOAL AREA I - IDENTIFICATION

GOAL IA: A method of obtaining comprehensive crime related information from preliminary and follow-up investigations

GOAL IB: A crime data collection-retrieval process that is accurate, comprehensive and timely

GOAL IC: An automated file of offender descriptions, behaviors, and locations

GOAL ID: A crime analysis function with the capability of determining crime series and listing probable suspects

GOAL AREA II - APPREHENSION

GOAL IIA: A means for the systematic dissemination of suspect identification and location information

GOAL IIB: An established repertoire of tactics for the apprehension of targeted suspects

GOAL IIC: Coordination between crime analysis functions and field units from San Diego and other jurisdictions

GOAL AREA III - PROSECUTION

GOAL IIIA: A systematic process of identifying career criminals prior to prosecution

GOAL IIIB: Post-arrest investigative support to assist in case preparation for career criminal prosecution

GOAL IIIC: A communications network with city, county, state and federal prosecutors

PROGRAM OBJECTIVES

The following objective statements have been formulated with respect to a particular goal and are meant to be compatible with, but clearly differentiated from other objectives. Each objective implies a subject, action verb, program aspect, and criterion of success.

I. IDENTIFICATION

Goal IA: IMPROVED PRELIMINARY INVESTIGATIONS

Objective 1. The CCP Task Force will design a preliminary investigation report form that will aid in the collection of more detailed and comprehensive crime scene information during the preliminary investigation.

Objective 2. The Series Resource Team will formulate guidelines for the training of patrol units to conduct more comprehensive preliminary investigations that will elicit more detailed suspect descriptors and result in an increase of evidence collected.

Objective 3. The CCP Task Force will formulate procedures for patrol officers and investigators to elicit suspect descriptions from victims and witnesses using "Identi-Kit" materials and procedures so as to increase the number of cases where suspects can be identified.

Goal IB: CRIME DATA COLLECTION-RETRIEVAL PROCESS

Objective 1. The Crime Analysis Staff will refine the routing of crime, arrest, booking, and F.I. reports so as to insure the information is more comprehensive and more readily available to field personnel and crime analysts.

Objective 2. The Crime Analysis staff will develop methods for the electronic entry and storage of crime data so that the information is accurate, comprehensive, and secure from unauthorized personnel.

Objective 3. The Crime Analysis staff will develop methods for the retrieval of crime scene data that is electronically stored so that it can be easily and rapidly understood by field personnel and crime analysts.

Goal IC: AUTOMATED OFFENDER FILE.

Objective 1. The CCP Task Force will design an arrest report form in order to systematically collect offender descriptors amenable for electronic data processing so that an offender based file can be established and maintained.

Objective 2. The Crime Analysis staff will establish methods of systematically collecting and storing information on potential offenders who are paroled or released in nearby areas so that their whereabouts may be more readily determined.

Objective 3. The CCP Task Force will develop field interrogation forms and procedures for use by patrol units in order to update established files of potential offenders.

Goal ID: CRIME SERIES AND OFFENDER DETERMINATION

Objective 1. The Crime Analysis staff will develop an automated method of matching crime scene information from preliminary investigation reports in order to more readily determine series crimes.

Objective 2. The Crime Analysis staff will develop an automated method of storing and retrieving offender fingerprints so as to increase the matching of latent prints with possible suspects.

Objective 3. The Crime Analysis staff will develop an automated means of matching crime series with an offender file in order to produce a listing of probable suspects for use as investigative leads.

Objective 4. The Series Resource Team will coordinate investigative efforts of the Patrol and Investigative Divisions, and with outside agencies in order to increase offender identifications in selected crime series.

II. APPREHENSION

Goal IIA: DISSEMINATION OF SUSPECT INFORMATION

Objective 1. The Crime Analysis staff will develop methods for the dissemination of potential suspect information for use by investigative units so as to

increase the frequency of cases where pick-ups or warrants can be issued.

Objective 2. The Crime Analysis staff will develop methods for the systematic dissemination of pick-up orders and warrants so as to increase the frequency of apprehensions.

Objective 3. The CCP Task Force will establish procedures to insure that individuals receiving field interrogations or who are in custody for non-target offenses are routinely checked in order to reduce missed apprehensions for targeted offenses.

Goal IIB: ESTABLISHMENT OF APPREHENSION TACTICS

Objective 1. The Series Resource Team will forecast specified crime occurrences based on crime series analysis and field information in order to increase the frequency of "on-scene" apprehensions.

Objective 2. The Series Resource Team will develop methods of geographically locating potential offenders who have been listed as probable suspects so that they may be more readily contacted for interrogation.

Objective 3. The CCP Task Force will identify situationally specific tactics designed to result in increased apprehensions of offenders for specified crimes.

Objective 4. The Series Resource Team will develop and implement plans for the employment of concealed cameras so as to increase the frequency of identifications of robbery offenders.

Objective 5. The Series Resource Team will develop and implement plans for the employment of tactical alarms so as to increase the frequency of on-scene apprehensions for commercial robberies and burglaries.

Objective 6. The Series Resource Team will develop and implement plans for the employment of location and area stake-outs so as to increase the frequency of on-scene apprehensions of specified crime series.

Objective 7. The Series Resource Team will develop and implement plans for the surveillance of suspected offenders so as to increase the frequency of apprehensions for specified crimes.

Objective 8. The Series Resource Team will develop and implement plans for the use of decoys in order to increase the frequency of on-scene arrests for street robberies and rape series.

Goal IIC: COORDINATION OF APPREHENSION TACTICS

Objective 1. The Series Resource Team will coordinate the apprehension efforts of departmental units and other agencies in order to increase the frequency of apprehensions of offenders who have committed series crimes across jurisdictional boundaries.

III. PROSECUTION.

Goal IIIA: CAREER CRIMINAL IDENTIFICATION

Objective 1. The Crime Analysis staff will establish criteria to distinguish between career criminals and other offenders, for each of the target crimes, in order to permit reliable identification of career criminals.

Objective 2. The District Attorney Liaison Team will design and implement the procedures established for identifying career criminals, at the time of arraignment, so that the Prosecutor's staff can be immediately notified.

Objective 3. The District Attorney Liaison Team will provide relevant offender tracking information to Crime Analysis and the District Attorney in order to help maintain their information systems.

Goal IIIB: CASE PREPARATION SUPPORT

Objective 1. The District Attorney Liaison Team will assist in case preparation by providing post-arrest investigative support so that offenders identified as career criminals can be more expeditiously prosecuted.

Objective 2. The District Attorney Liaison Team will establish guidelines for more thorough and rigorous follow-up investigations so as to increase the efficiency of post-arrest investigative efforts.

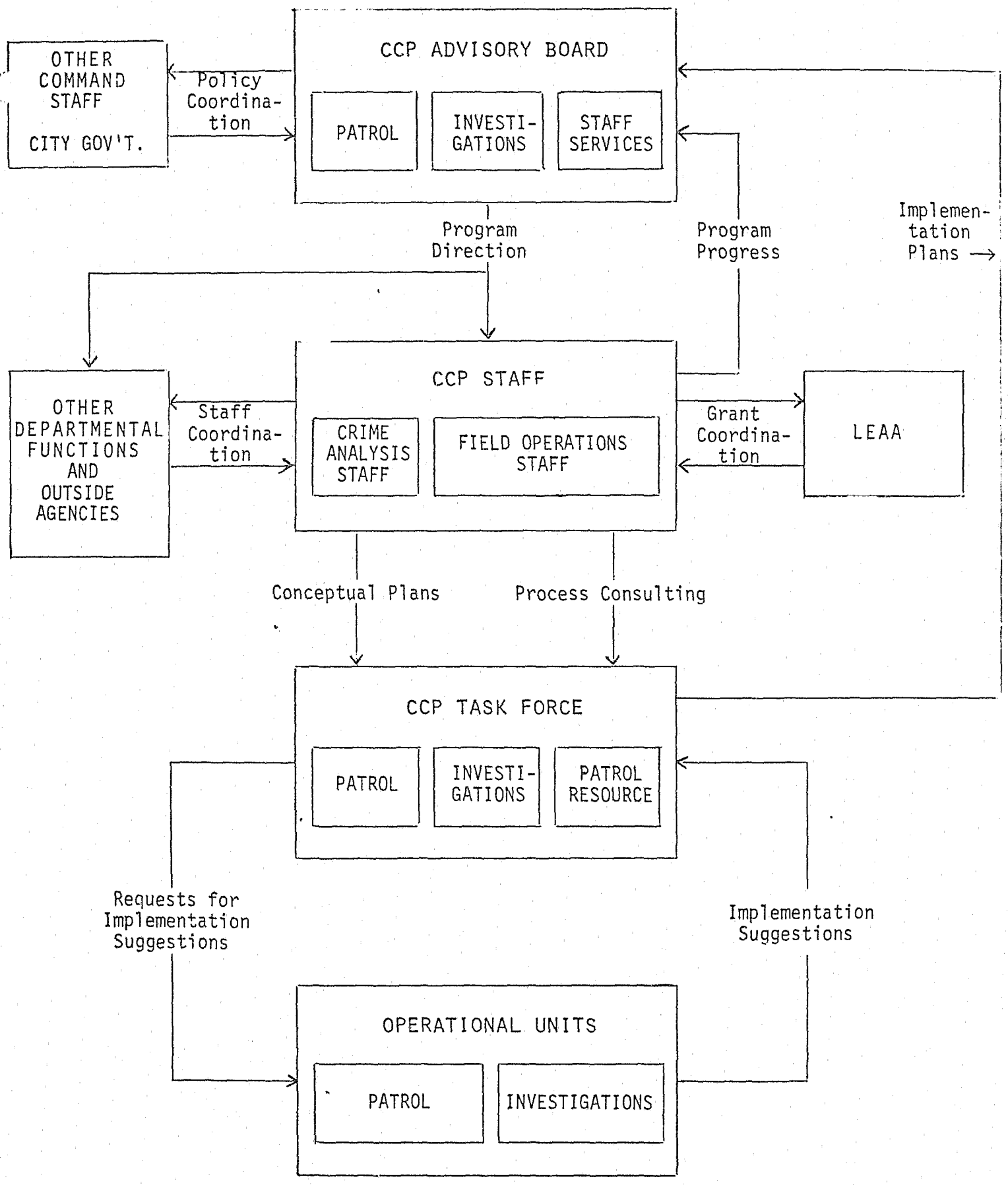
Goal IIIC: A COMMUNICATION NETWORK

Objective 1. The Crime Analysis staff will establish information linkages with county, state and federal prosecutors so that the status of specified career criminals can be readily ascertained.

CAREER CRIMINAL PROGRAM

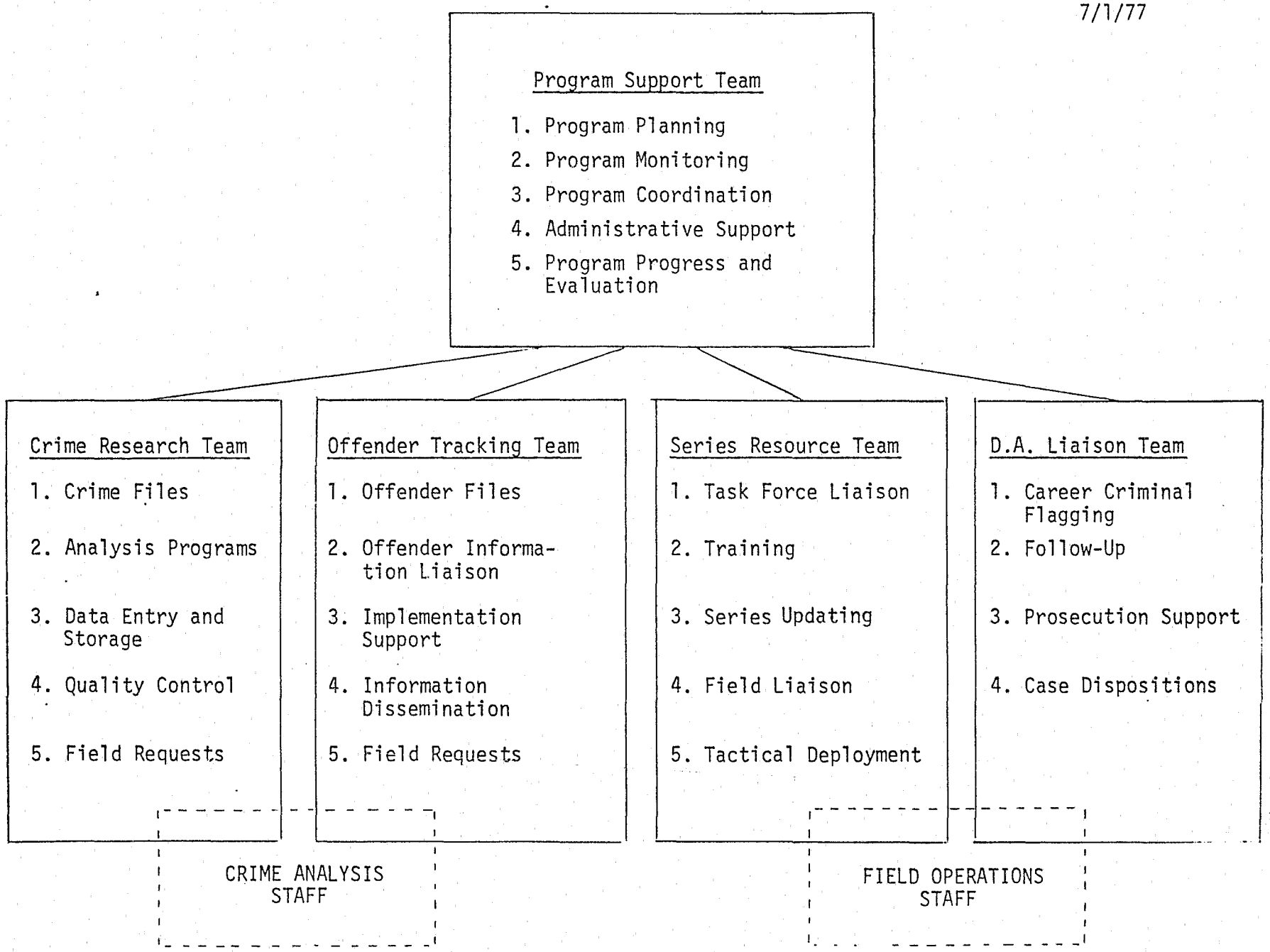
Organizational Structure
and
Operational Relationships

CAREER CRIMINAL PROGRAM - ORGANIZATIONAL ROLES



CAREER CRIMINAL PROGRAM

ORGANIZATIONAL ROLES
7/1/77



THE CAREER CRIMINAL PROGRAM

SERIES RESOURCE TEAM

Responsibilities. The primary function of the Series Resource Team (SRT) is to aid in the determination of crime series and the dissemination of information covering the series and potential suspects. They accomplish this first by examining crime series and offender information from Crime Analysis, Investigations, Patrol, and other agencies. Based on this information, the SRT then prepares a Tactical Response Analysis prior to alerting tne operational units which may be affected. If the Tactical Response Analysis suggests action, the SRT contacts the appropriate units in order that they may jointly formulate and execute a Tactical Action Plan.

The secondary responsibility of the SRT is to provide the affected operational units with the personnel and material resources necessary to implement the Tactical Action Plan. The sergeant and two police officers assigned to the SRT have been trained in the utilization and maintenance of a variety of alarms, cameras, and related surveillance and investigative equipment. They have operational responsibility for the use of the Concealed Cameras, Varda alarms, Identi-Kits, Evidence Kits, and stake-out vehicles. Additional surveillance equipment may be available for their use through OCCIB. Additionally, the SRT personnel are available to serve in this capacity on a 24-hour, seven-day-a-week basis if specified in the Tactical Action Plan.

A third responsibility of the SRT is to provide guidance to the Career Criminal Program Task Force in planning implementation of the various program activities, and to help them in training department personnel who would be affected by program activities.

Methods. Through daily contacts with the Crime Analysis staff and other department sources, the SRT gathers and evaluates data in order to determine likely crime series and lists of potential suspects. Specifically, information is gathered from investigators through the Investigative Supplemental. Officers assigned to SRT publish and disseminate this daily "hot sheet", which contains current felony crime suspect information. Additional information is solicited from them on a one-to-one basis through routine daily contact concerning requests for computer and program assistance. Patrol informational sources are maintained through routine conversations and frequent contacts with uniformed officers and supervisors, by Task Force liaison, and by conducting training sessions. Patrol officers can often identify formation of a crime pattern in advance of other sources, and can also supply needed suspect information readily.

By acting as a clearinghouse for crime series and offender information, the liaison role of the SRT is greatly facilitated. And, in the event that a cross-jurisdictional crime series is identified, the team establishes liaison with other agencies.

CAREER CRIMINAL PROGRAM

Crime Analysis Computer Files

THE CAREER CRIMINAL PROGRAM

CRIME FILE

The Crime File is composed of numerous records each containing 81 data elements; all of which are extracted from the department's new Preliminary Investigation Report. Specifically, the file contains suspect M.O., suspect descriptors and vehicle data. It also covers, more generally, information about where and when the crime occurred and includes victim, evidence, and property data.

A data base of 3,000 records is anticipated by September 1, 1977. Forecasting the department's crime statistics, the Crime File size by September 1, 1978 should include approximately 6,500 records.

All crime cases are coded and entered into the computer now on a daily basis. Each case is entered by an "ID" and "Case" number into a quality control manual and initialed by the coder and data entry clerk when the job is completed. The crime report is then filed manually by case number for future reference.

The initial data bases for the Crime File are being constructed from both current and year old reports. Once a sufficient data base has been constructed, daily crime cases will be the primary source of input to the computer. Additional information from field interrogation forms and department personnel will aid in modifying and updating the files.

An HP 2000 computer system operated on a time sharing mode enables flexibility for data storage and program development because many of the programs have already been provided. All records entered into the system can be searched on any one or combination of elements and can also be modified, updated, or deleted with relative ease. The system is designed for operation by personnel inexperienced in computer programming and requires a minimum of training.

COMPUTER FILE SECURITY

In order for a user to access the system, several security steps need to be taken. The correct phone hookup must be completed and the correct access code must be input. Furthermore, a user I.D. number (consisting of nine digits) is assigned to each user and only known by that person and the file manager. If after three attempts the correct I.D. number is not used, the system automatically logs off. However, if the user inputs the correct series of numbers, a File Name and Password code must be input or the files cannot be accessed. In addition, the data is stored and analyzed with a Scramble Mask. The scramble code must be known by everyone who tries to get output from the files. The probability of someone guessing the correct code is less than one chance in 100 trillion. Additionally, each computer transaction is automatically recorded producing a daily audit trail of file access and type of output produced.

CRIME FILE

DATA ELEMENTS CAPTURED

SAN DIEGO POLICE DEPARTMENT

1. ID
2. Flag
3. Case Number
4. File Number

5. Crime Type
6. Year/Month/Day
7. Day of Week
8. Time of Day
9. Geo-location
10. Victim's Race
11. Sex
12. Date of Birth

13. Place of Attack
14. Weapon Type
15. Tool Type
16. Force Used
17. Non-Residential Structure
18. Apparent Targets Within
19. Residential Structure
20. Apparent Targets Within
21. Point of Entry
22. Point of Exit
23. POE Visible From
24. Type Security Used
25. Type Lock Defeated

26. Suspect Pretended To Be
27. Other Suspect Actions
28. Additional M.O.
29. Evidence Type
30. Property Stolen

31. Detective Assigned
32. Beat

33. Suspect's Last Name
34. First Name
35. Initial
36. Nickname
37. AKA Last Name
38. AKA First Name
39. AKA Initial
40. Race
41. Sex
42. Age
43. Height
44. Weight
45. Build
46. Hair Color
47. Eye Color
48. Date of Birth
49. Address
50. Clothing Description
51. Arrested or Not

52. Suspect's Hair Length
53. Hair Type
54. Hair Style
55. Facial Hair
56. Complexion
57. General Appearance
58. Demeanor
59. Speech
60. Voice
61. Glasses
62. Tattoo
63 Tattoo Name
64. Teeth Oddities
65. Birthmarks
66. Jewelry
67. Scars
68. Additional Description

69. Suspect's Vehicle Year
70. Vehicle Make
71. Vehicle Model
72. Vehicle Color
73. Vehicle Style
74. Vehicle License
75. Vehicle License Color
76. Vehicle License State
77. Additional Vehicle Description

78. Additional Suspect Information
79. Witness Check Made
80. Fingerprint
81. Identi-Kit

SAN DIEGO POLICE DEPARTMENT
CRIME/INCIDENT REPORT

VICTIM INDEMNIFICATION REQ. ☐ YES ☐ NO | DISPATCHED ☐ VIA TELEPHONE ☐ OFF. INITIATED ☐ | PAGE OF | CASE NUMBER

CRIME

TYPE OF CRIME OR INCIDENT (ONE INCIDENT ONLY) | MONTH / | DAY / | YEAR / | DAY OF WEEK / | TIME /

LOCATION OF INCIDENT (OR ADDRESS) | FIRM NAME (IF COMMERCIAL)

VICTIM -- WITNESS

VICTIM'S NAME (LAST, FIRST, MIDDLE) | RESIDENCE ADDRESS | CITY | STATE | RESIDENCE PHONE | RACE | SEX

EMPLOYER, SCHOOL, DUTY STATION | WORK HOURS | BUSINESS OR MILITARY ADDRESS | BUSINESS PHONE | DATE OF BIRTH

V W RP DC NAME (LAST, FIRST, MIDDLE) | RESIDENCE ADDRESS | CITY | STATE | RESIDENCE PHONE | RACE | SEX

EMPLOYER, SCHOOL, DUTY STATION | WORK HOURS | BUSINESS OR MILITARY ADDRESS | BUSINESS PHONE | DATE OF BIRTH

V W RP DC NAME (LAST, FIRST, MIDDLE) | RESIDENCE ADDRESS | CITY | STATE | RESIDENCE PHONE | RACE | SEX

EMPLOYER, SCHOOL, DUTY STATION | WORK HOURS | BUSINESS OR MILITARY ADDRESS | BUSINESS PHONE | ADD'L. PERSONS LISTED?

M.O. INFORMATION

PLACE OF ATTACK: ☐ STRUCTURE ☐ STREET/ALLEY ☐ OTHER ☐ VEHICLE ☐ LOT/PARK/YARD

DESCRIPTION OF SURROUNDING AREA: 1 ☐ RESIDENTIAL 2 ☐ BUSINESS 3 ☐ INDUSTRIAL/MFG. 4 ☐ RECREATIONAL 5 ☐ INSTITUTIONAL 6 ☐ OPEN SPACE 7 ☐ OTHER

AGE OF STRUCTURE:

LIST TOOLS, WEAPONS, OR FORCE USED, AND HOW USED

TYPE OF STRUCTURE

0 ☐ N/A

Non-Residential
1 ☐ Convenience
2 ☐ Drug/Medical
3 ☐ Fast Food
4 ☐ Financial
5 ☐ Mfg./Construc.
6 ☐ Other Retail
7 ☐ Public Bldg.
8 ☐ Restaurant/Bar
9 ☐ Services
10 ☐ Transportation
11 ☐ Wholesale
12 ☐ Other

Target(s)
☐ Cash Reg./Dwr.
2 ☐ Display Items
3 ☐ Person
4 ☐ Safe/Box
5 ☐ Sales Area
6 ☐ Vending Mach.
7 ☐ Other

Residential
1 ☐ Apt./Condo
2 ☐ Duplex/Townhse
3 ☐ Hotel/Motel
4 ☐ Mobile/Camper
5 ☐ Sgl. Detached
6 ☐ Other

Target(s)
1 ☐ Attic
2 ☐ Basement
3 ☐ Bathroom
4 ☐ Bedroom
5 ☐ Den
6 ☐ Family Room
7 ☐ Garage/Carport
8 ☐ Kitchen
9 ☐ Living Room
10 ☐ Person
11 ☐ Storage Area
12 ☐ Other

POINT OF ENTRY

1 ☐ N/A
2 ☐ Unknown
3 ☐ Front
4 ☐ Garage
5 ☐ Rear
6 ☐ Side
7 ☐ Ground Level
8 ☐ Upper Level
9 ☐ Door
10 ☐ Duct/Vent
11 ☐ Roof/Floor
12 ☐ Trunk/Hood
13 ☐ Wall
14 ☐ Window
15 ☐ Other

EXIT:

POE VISIBLE FROM
1 ☐ Adj. Structure
2 ☐ Alley
3 ☐ Street
4 ☐ Not Visible

SECURITY USED

1 ☐ N/A
2 ☐ Alarm
3 ☐ Bars/Grate
4 ☐ Dog
5 ☐ Ext. Lights
6 ☐ Guard/Watchman
7 ☐ Int. Lights
8 ☐ Locked - Doors
9 ☐ Locked - Windows
10 ☐ Neighbor, Watch
11 ☐ Operation ID
12 ☐ Photo/Camera
13 ☐ Security Fence
14 ☐ Other

TYPE LOCK DEFEATED
1 ☐ N/A
2 ☐ Chain/Bolt
3 ☐ Deadbolt
4 ☐ Padlock
5 ☐ Springlatch
6 ☐ Springlatch D.B.L.
7 ☐ Other

SUSPECT PRETENDED TO BE

1 ☐ N/A
2 ☐ Conducting Survey
3 ☐ Customer/Client
4 ☐ Delivery Person
5 ☐ Disabled Motorist
6 ☐ Drunk
7 ☐ Employee/Employer
8 ☐ Friend/Relative
9 ☐ Ill/Injured
10 ☐ Need Phone
11 ☐ Police/Law
12 ☐ Renter
13 ☐ Repairman
14 ☐ Salesperson
15 ☐ Seeking Assist.
16 ☐ Seeking Directions
17 ☐ Seeking Someone
18 ☐ Selling Illegal Goods/Services
19 ☐ Soliciting Funds
20 ☐ Other

SUSPECT ACTIONS

0 ☐ Unknown
1 ☐ Bound Victim
2 ☐ Blindfolded Victim
3 ☐ Child Molest
4 ☐ Defecated
5 ☐ Demanded Cash
6 ☐ Demanded Jewelry
7 ☐ Disabled Phone
8 ☐ Ate/Drank on Premises
9 ☐ Forced Victim to Move
10 ☐ Hideout Technique
11 ☐ Inflicted Injury
12 ☐ Other Sex Acts
13 ☐ Prepared Exit
14 ☐ Ransacked
15 ☐ Raped
16 ☐ Smoked on Prem.
17 ☐ Took Only Concealables
18 ☐ Took Only Money
19 ☐ Took Only Tools
20 ☐ Took Only TV/Stero
21 ☐ Took Victim's Vehicle
22 ☐ Threatened Retaliation
23 ☐ Used Lookout
24 ☐ Used Demand Note
25 ☐ Used Force to Gain Entry
26 ☐ Used Matches for Light
27 ☐ Used Stolen Vehicle
28 ☐ Used Victim's Tools
29 ☐ Vandalized
30 ☐ Vehicle Needed to Remove Property
31 ☐ Was Neat
32 ☐ Other

FURTHER DESCRIPTION (INCLUDE TRADEMARKS OR UNUSUAL ACTS OF SUSPECT)

EVID

EVIDENCE OBTAINED: 0 ☐ NONE 1 ☐ FINGERPRINTS 2 ☐ OTHER PRINTS 3 ☐ WEAPON/TOOLS 4 ☐ VEHICLE 5 ☐ PHOTOS 6 ☐ HAIR 7 ☐ STAINS 8 ☐ BLOOD/SEMEN 9 ☐ OTHER

DISPOSITION OF EVIDENCE | TAG NOS.

PROPERTY

ITEM NO.	ARTICLE NAME	QTY	IDENTIFICATION NUMBERS	BRAND, MAKE, OR MANUFACTURER	MODEL NAME AND MODEL NUMBERS	MISCELLANEOUS DESCRIPTION	VALUE

ADDITIONAL PROPERTY LISTED ☐ YES ☐ NO

CASH NOTES $ | FURS $ | OFFICE EQUIP. $ | FIREARMS $ | CONSUMABLE GOODS $ | MISC. $

JEWELRY, PREC. MET. $ | CLOTHING $ | TV, RADIOS, CAMERAS $ | HOUSEHOLD GOODS $ | LIVESTOCK $ | TOTAL: $

BIKE ONLY | FRAME NO. | ☐ BOYS ☐ GIRLS ☐ MO-PED | WHEEL SIZE INCH | FRAME COLOR | TRIM COLOR | LICENSE NO. | BRAKE TYPE | AGE | NO. OF GEARS | HEADLIGHT ☐ YES ☐ NO | BASKET ☐ YES ☐ NO

ADMINISTRATIVE

I AM AWARE THAT IT IS UNLAWFUL TO MAKE A FALSE REPORT TO A POLICE OFFICER. I FIRM THAT THE ABOVE INFORMATION IS TRUE TO THE BEST OF MY KNOWLEDGE.

VICTIM'S SIGNATURE:

RELATED REPORTS ☐ NO ☐ YES TYPE: | VICTIM TO CONTACT DETECTIVES: ☐ NO ☐ YES ←(PERSONS) ☐ YES ←(PROPERTY) | DATE/TIME | DIVISION | DETECTIVE(S) ASSIGNED:

REPORTING OFFICER | DIVISION | I.D.# | APPROVED BY: | SUSPECT IN CUSTODY: ☐ YES ☐ ADULT ☐ JUVENILE ☐ NO - PROBABLY IS [A] [J] [?]

DATE AND TIME OF REPORT MO. DAY YEAR TIME: | CRIME TYPE | BEAT | DISTRICT

CASE #

SUSPECT(S)

SUSPECT #1 (LAST, FIRST, MIDDLE)	NICKNAME/AKA	RACE	SEX	AGE	HT.	WT.	BUILD	HAIR	EYES	DOB

SUSPECT'S ADDRESS | CLOTHING DESCRIPTION | ARRESTED 1 ☐ YES 2 ☐ NO

SUSPECT #2 (LAST, FIRST, MIDDLE)	NICKNAME/AKA	RACE	SEX	AGE	HT.	WT.	BUILD	HAIR	EYES	DOB

SUSPECT'S ADDRESS | CLOTHING DESCRIPTION | ARRESTED 1 ☐ YES 2 ☐ NO

HAIR LGTH/TYPE	HAIR STYLE	FACIAL HAIR	COMPLEXION	GENERAL APPEARANCE	DEMEANOR	SPEECH	VOICE
1 2 SUSPECT	1 2 SUSPECT	1 2 SUSPECT	1 2 SUSPECT	1 2 SUSPECT	1 2 SUSPECT	1 2 SUSPECT	1 2 SUSPECT
0 ☐☐ Unknown	0 ☐☐ Unknown	0 ☐☐ Unknown	0 ☐☐ Unknown	0 ☐☐ Unknown	0 ☐☐ Unknown	0 ☐☐ Unknown	0 ☐☐ Unknown
1 ☐☐ Bald	1 ☐☐ Afro/Nat	1 ☐☐ Clean Shave	1 ☐☐ Acne	1 ☐☐ Conservative	1 ☐☐ Angry	1 ☐☐ Accent	1 ☐☐ Disguised
2 ☐☐ Collar	2 ☐☐ Braided	2 ☐☐ Full Beard	2 ☐☐ Dark	2 ☐☐ Dirty	2 ☐☐ Apologetic	2 ☐☐ Lisps	2 ☐☐ High Pitch
3 ☐☐ Long	3 ☐☐ Bushy	3 ☐☐ Fu Manchu	3 ☐☐ Freckled	3 ☐☐ Disguise	3 ☐☐ Calm	3 ☐☐ Mumbles	3 ☐☐ Loud
4 ☐☐ Shoulder	4 ☐☐ Greasy	4 ☐☐ Goatee	4 ☐☐ Light	4 ☐☐ Flashy	4 ☐☐ Disorganized	4 ☐☐ Offensive	4 ☐☐ Low Pitch
5 ☐☐ Short	5 ☐☐ Military	5 ☐☐ Lower Lip	5 ☐☐ Medium	5 ☐☐ Good-Looking	5 ☐☐ Irrational	5 ☐☐ Quiet	5 ☐☐ Medium
1 ☐☐ Coarse	6 ☐☐ Ponytail	6 ☐☐ Mustache	6 ☐☐ Pale	6 ☐☐ Military	6 ☐☐ Nervous	6 ☐☐ Rapid	6 ☐☐ Monotone
2 ☐☐ Fine	7 ☐☐ Processed	7 ☐☐ None/Fuzz	7 ☐☐ Pocked	7 ☐☐ Unkempt	7 ☐☐ Polite	7 ☐☐ Slow	7 ☐☐ Nasal
3 ☐☐ Thick	8 ☐☐ Straight	8 ☐☐ Sideburns	8 ☐☐ Ruddy	8 ☐☐ Unusual Odor	8 ☐☐ Professional	8 ☐☐ Stutters	8 ☐☐ Pleasant
4 ☐☐ Thinning	9 ☐☐ Wavy/Curly	9 ☐☐ Unshaven	9 ☐☐ Sallow	9 ☐☐ Well Groomed	9 ☐☐ Stupor	9 ☐☐ Talkative	9 ☐☐ Raspy
5 ☐☐ Wiry	10 ☐☐ Wig	10 ☐☐ Van Dyke	10 ☐☐ Tanned	10 ☐☐ Other	10 ☐☐ Violent	10 ☐☐ Other	10 ☐☐ Soft
6 ☐☐ Other	11 ☐☐ Other	11 ☐☐ Other	11 ☐☐ Other		11 ☐☐ Other		11 ☐☐ Other

FURTHER SUSPECT DESCRIPTION (I.E., GLASSES, TATOOS, TEETH, BIRTHMARKS, JEWELRY, SCARS, MANNERISMS, ETC.)

ADDITIONAL SUSPECTS LISTED? 1 ☐ YES 2 ☐ NO

VEHICLE YEAR	MAKE	MODEL	COLOR/COLOR	BODY STYLE	LICENSE NO.	STATE

ADDITIONAL VEHICLE IDENTIFIERS (DAMAGE, CHROME WHEELS, ETC.)

VEHICLE IMPOUNDED? ☐ YES ☐ NO

LOCATION:

NARRATIVE

NARRATIVE: (INCLUDE ACTIONS AND CONVERSATION BY SUSPECT(S) AND VICTIM(S) AND OTHER EVENTS NOT PREVIOUSLY COVERED)

WITNESS CHECK 1 ☐ YES 2 ☐ NO

CONTINUED ☐

THE

CAREER CRIMINAL PROGRAM

OFFENDER FILE

The Offender File is a computerized list of individuals, both adult and juvenile, arrested for committing target crimes (robbery, rape, child molest, commercial burglary and burglary hot prowls). The file contains sixty-four data elements outlining a suspect's physical descriptions, M.O. traits, companions and present residence address or status in the courts or prisons.

Lists of recent offenders and pertinent data concerning them are obtained through arrest booking logs, investigative and patrol personnel, and probation and parole offices. When this data base is complete, new offenders will be entered on a regular basis as they are identified by investigative divisions, prison release lists, and notification from other agencies that an individual is active in the area.

The Offender File will be operated through an interface with the Crime File. This interface (explained in detail in the description of the DOCS and MECCA programs) will produce a listing of possible suspects for use as investigative leads.

The unit will receive regular lists of juvenile files ordered closed by the courts and the files will be purged as directed.

The following estimates are for the number of individuals entered into the computer and available for correlation with crime series suspect descriptions.

	ROBBERY	RAPE	CHILD MOLEST	COMMERCIAL BURGLARIES	BURGLARY HOT PROWLS
BY 9-1-77	700	150	150	0	0
BY 9-1-78	1500	250	250	700	250

OFFENDER FILE

DATA ELEMENTS CAPTURED

SAN DIEGO POLICE DEPARTMENT

1. I.D. Number
2. Status in Judicial Process
3. Suspect Last Name
4. Suspect First Name
5. Initial
6. Nickname
7. AKA Last Name
8. AKA First Name
9. Initial
10. Adult - Yes or No
11. Corresponding Crime Case Number
12. Computer File Number
13. Past Offenses (Crime Types)
14. Race
15. Sex
16. Age
17. Height
18. Weight
19. Build
20. Hair Color
21. Eye Color
22. Date of Birth
23. Address(es)
24. Type of Hat Worn
25. Date of Crime
26. Time of Crime
27. Location of Crime
28. Census Tract of Crime
29. Hair Length
30. Hair Type
31. Hair Style
32. Facial Hair
33. Complexion
34. General Appearance
35. Speech
36. Voice
37. Fingerprint Code
38. Identi-Kit Code
39. Type of Glasses
40. Location of Tattoos
41. Description or Name of Tattoo
42. Teeth
43. Birthmarks
44. Jewelry
45. Scars
46. Additional Description
47. Vehicle Year
48. Vehicle Make
49. Vehicle Model
50. Vehicle Color
51. Vehicle Style
52. Vehicle License Number
53. Vehicle State
54. Additional Vehicle Description
55. Companions 1 & 2 (Name, Date of Birth)
56. Companions 3 & 4 (Name, Date of Birth)
57. Term (Incarceration)
58. Weapon Used
59. Tools Used
60. Force Used
61. Type of Residential Structure
62. Type of Non-Residential Structure
63. Suspect Pretended To Be
64. Prior Case Numbers

SAN DIEGO POLICE DEPARTMENT
ARREST/JUVENILE CONTACT REPORT

REPORT
- ☐ ARREST REPORT
- ☐ NOTIFY WARRANT
- ☐ JUVENILE CONTACT

BOOKING NUMBER
PAGE OF
SAN DIEGO NUMBER
JUVENILE FILE NUMBER

SUSPECT-CRIME

CHARGE (S)

PERSON ARRESTED (LAST, FIRST, MIDDLE)	NICKNAME/AKA	RACE	SEX	AGE	HT.	WT.	BUILD	HAIR	EYES	DATE OF BIRTH
										/ /

ADDRESS	CITY	STATE	CLOTHING DESCRIPTION

OCCUPATION	EMPLOYER/RATE	MILITARY SERVICE NO./SSN	DRIVERS LIC. NUMBER	TELEPHONE NUMBER

LOCATION OF ARREST	DATE	TIME	LOCATION OF OCCURENCE	DATE	TIME
	/ /			/ /	

CITIZEN ARREST YES ☐	ARRESTED BY:	ADMONISHED BY; YES ☐ NO ☐	WAIVER YES ☐ NO ☐	STATEMENT YES ☐ NO ☐	DIVISION	ON BEAT NO.	DISTRICT

JUVENILE ONLY

LIVES WITH	ADDRESS	HOME PHONE	BUS. PHONE	RES. BEAT

FATHER/STEPFATHER'S NAME	ADDRESS	EMPLOYER	HOME PHONE	BUS. PHONE

MOTHER/STEPMOTHER'S NAME	ADDRESS	EMPLOYER	HOME PHONE	BUS. PHONE

SCHOOL	GRADE	PARENTS NOTIFIED BY: WHOM, AND HOW	DATE	TIME
			/ /	

DISPOSITION OF JUVENILE

JUVENILE UNIT DISPOSITION (INVESTIGATOR ONLY) ☐ INF. ☐ DIV. ☐ PO ☐ JH ☐ PARENT ☐ RTN ☐ CLEARED

SUSPECT DESCRIPTION

HAIR LGTH/TYPE
1 ☐ BALD
2 ☐ COLLAR
3 ☐ LONG
4 ☐ SHOULDER
5 ☐ SHORT
1 ☐ COARSE
2 ☐ FINE
3 ☐ THICK
4 ☐ THINNING
5 ☐ WIRY
6 ☐ OTHER

HAIR STYLE
1 ☐ AFRO/NAT.
2 ☐ BRAIDED
3 ☐ BUSHY
4 ☐ GREASY
5 ☐ MILITARY
6 ☐ PONYTAIL
7 ☐ PROCESSED
8 ☐ STRAIGHT
9 ☐ WAVY/CURLY
10 ☐ WIG
11 ☐ OTHER

FACIAL HAIR
1 ☐ CLEAN SHAVE
2 ☐ FULL BEARD
3 ☐ FU MANCHU
4 ☐ GOATEE
5 ☐ LOWER LIP
6 ☐ MUSTACHE
7 ☐ NONE/FUZZ
8 ☐ SIDEBURNS
9 ☐ UNSHAVEN
10 ☐ VAN DYKE
11 ☐ OTHER

COMPLEXION
1 ☐ ACNE
2 ☐ DARK
3 ☐ FRECKLED
4 ☐ LIGHT
5 ☐ MEDIUM
6 ☐ PALE
7 ☐ POCKED
8 ☐ RUDDY
9 ☐ SALLOW
10 ☐ TANNED
11 ☐ OTHER

GENERAL APPEARANCE
1 ☐ CONSERVATIVE
2 ☐ DIRTY
3 ☐ DISGUISED
4 ☐ FLASHY
5 ☐ GOOD-LOOKING
6 ☐ MILITARY
7 ☐ UNKEMPT
8 ☐ UNUSUAL ODOR
9 ☐ WELL GROOMED
10 ☐ OTHER

SPEECH
1 ☐ ACCENT
2 ☐ LISPS
3 ☐ MUMBLES
4 ☐ OFFENSIVE
5 ☐ QUIET
6 ☐ RAPID
7 ☐ SLOW
8 ☐ STUTTERS
9 ☐ TALKATIVE
10 ☐ OTHER

VOICE
1 ☐ DISGUISED
2 ☐ HIGH PITCH
3 ☐ LOUD
4 ☐ LOW PITCH
5 ☐ MEDIUM
6 ☐ MONOTONE
7 ☐ NASAL
8 ☐ PLEASANT
9 ☐ RASPY
10 ☐ SOFT
11 ☐ OTHER

FINGERPRINT CODES
1 _____ 6 _____
2 _____ 7 _____
3 _____ 8 _____
4 _____ 9 _____
5 _____ 10 _____

COMPOSITE CODES
1 _____ 6 _____ 11 _____
2 _____ 7 _____ 12 _____
3 _____ 8 _____ 13 _____
4 _____ 9 _____ 14 _____
5 _____ 10 _____ 15 _____

FURTHER SUSPECT DESCRIPTION (I.E., GLASSES, TATTOOS, TEETH, BIRTHMARKS, JEWELRY, SCARS, MANNERISMS, ETC.)

VEHICLE: YEAR	MAKE	MODEL	COLOR/COLOR	BODY STYLE	LICENSE NO.	STATE

ADDITIONAL VEHICLE IDENTIFIERS (DAMAGE, CHROME WHEELS, ETC.)	VEHICLE IMPOUNDED ☐ YES ☐ NO	DISPOSITION

EVIDENCE

EVIDENCE OR PROPERTY IMPOUNDED ☐ YES ☐ NO	PROPERTY TAG NOS.	COMPLAINS OF ILLNESS OR INJURY ☐ YES ☐ NO EXPLAIN IF YES	EVIDENCE OF ILLNESS OR INJURY ☐ YES ☐ NO TREATED BY:

EVIDENCE ITEMIZED: WHERE FOUND, DISPOSITION

VIC./WIT.

V/W/RP/DC	ADDRESS	CITY	STATE	RESIDENCE PHONE	BUS. PHONE	EXT.

COMPANIONS

COMPANIONS	ARRESTED	A/J	DOB
#1 NAME	☐ YES ☐ NO	A ☐ J ☐	/ /
#2 NAME	☐ YES ☐ NO	A ☐ J ☐	/ /
#3 NAME	☐ YES ☐ NO	A ☐ J ☐	/ /
#4 NAME	☐ YES ☐ NO	A ☐ J ☐	/ /

INVESTIGATOR INFORMATION

DETECTIVE ASSIGNED	DEPUTY DISTRICT ATTORNEY
CRIME REPORT OFFICER	REVIEWING DEP. DIST. ATTORNEY
ARRESTING OFFICER	DEFENSE ATTORNEY
CASE NUMBER	PROSECUTOR'S INFORMATION PG ☐ BF ☐ PNG ☐ J ☐

ADM

REPORTING OFFICER	I.D.#	DIVISION	RELATED REPORTS ☐ YES ☐ NO	LIST TYPE	REPORT APPROVED	BOOKING APPROVED

PD-100 (REV. 6-77)

BOOKING NUMBER	JUVENILE FILE NO.	NARRATIVE:

NARRATIVE

CONTINUED

MISD. ONLY

Check each reason for not releasing the subject with a written notice to appear. ADULTS ONLY

1. The person arrested was so intoxicated that he could have been a danger to himself or to others.
2. The person arrested required medical examination or medical care or was otherwise unable to care for his own safety.
3. The person was arrested for one or more of the offenses listed in Section 40302 of the Vehicle Code.
4. There were one or more outstanding arrest warrants for the person.
5. The person could not provide satisfactory evidence of personal identification.
6. The prosecution of the offense or offenses for which the person was arrested or the prosecution of any other offense or offenses would be jeopardized by immediate release of the person arrested.
7. There was a reasonable likelihood that the offense or offenses would continue or resume, or that the safety of persons or property would be imminently endangered by release of the person arrested.
8. The person arrested demanded to be taken before a magistrate or refused to sign the notice to appear.
9. Any other reason: _____

REVISION "G" 6/20/77

Department | SAN DIEGO REGIONAL FIELD INTERVIEW REPORT | DR Number

Location of Interview | Date / / | Time

Name (Last name first) | Nickname/AKA | Adult ☐ Juv. ☐

Residence Address (City/State) | Soc.Sec. No.

Race	Sex	Hair	Eyes	Ht.	Wt.	D.O.B.	Driv.Lic.No.	State

Clothing Worn

Physical Oddities (scars,etc.) | Driv. ☐ Pass. ☐ Veh. Lic.No./State

V E H.	Year	Make	Model	Color	Style

Person(s) w/Subject

Remarks (Crime potential, Referral, Reason for contact)

VEHICLE

- ☐ Damage-front
- ☐ Damage-rear
- ☐ Damage-right
- ☐ Damage-left
- ☐ Front lowered
- ☐ Front raised
- ☐ Rear Lowered
- ☐ Rear raised
- ☐ Rust/Primer
- ☐ Custom wheels
- ☐ Vinyl top
- ☐ Decal/emblem
- ☐ Unique Ext.
- ☐ Unique Int.
- ☐ Color variation/Custom

Int. Color ( )

PHYSICAL

Hair Length
- ☐ Long
- ☐ Short
- ☐ Bald/Thinning

Hair Style
- ☐ Afro/Natural
- ☐ Wavy/Curly
- ☐ Braided/Ponytl.

Face
- ☐ Mustache
- ☐ Beard/Goatee
- ☐ Glasses

Complexion
- ☐ Light
- ☐ Dark
- ☐ Acne

Build
- ☐ Thin
- ☐ Heavy
- ☐ Muscular

Officer(s) | I.D. No.(s) | Beat of Occ.

CAREER CRIMINAL PROGRAM

Crime Analysis Computer Routines

DETECTING ONGOING CRIME SERIES

(DOCS)

Utilizing Wildman's coefficient of association and MO characteristics about a particular crime (see attached elements), a coefficient is computed to determine if the case in question is part of an ongoing series. The statistical portion codes each data element with a 1 or 0 depending on whether the characteristic is present or absent. The coding is dichotomous, and only one response is permitted for each attribute. For modus operandi, coefficients of association are pair-functions that measure the extent of agreement between two separate cases. A high coefficient of association would suggest a commonality of crime cases, while a low coefficient would indicate otherwise. Ultimately, it remains for the investigator to interpret the significance of the coefficient in assessing similarity in MO. For example, an investigator faced with two cases with an association coefficient of .825 might conclude that the two cases are part of a series unless further information was contradictory.

In addition to the aspect of objectivity, several other features are present:

1. The algorithms provide a quantitative assessment of similarity which could prove useful in marginal cases where interpretation would otherwise be difficult.
2. A relatively inexperienced investigator would arrive at the same assessment as another investigator with extensive experience in the field. The initial conduct of the investigation should therefore be less dependent upon specialized skills or lengthy experience.
3. Computer utilization will allow for the speed and storage capacity needed to handle thousands of cases and compare their data consistently.

DOCS - Data Elements

Data Categories	# of Elements
Day/Time Range	2
Type of Target	3
Type of Structure	9
Area of City	6
Type of Weapon	4
Suspect Descriptors	7
Suspect Actions	8

MATCHING ELECTRONICALLY FOR CAREER CRIMINAL APPREHENSIONS

(MECCA)

The Pearson correlation coefficient and personal suspect descriptors are utilized to compute the probability that a suspect might be responsible for an ongoing crime series. The statistic itself is easy to read but would require basic understanding of its implications when used in this area. The same advantages indicated for Wildman's coefficient would also apply to Pearson's.

The initial data elements are listed below and can be altered as necessary.

MECCA - Data Elements

Age	Hair Style
Height	Facial Hair
Weight	Complexion
Build	General Appearance
Hair Color	Demeanor
Eye Color	Speech
Hair Length	Voice
Hair Type	Race

In order to utilize the "DOCS" and "MECCA" systems one would first determine if a crime series is occurring. If so, the "DOCS" system would provide a coefficient in the range of .80 to 1.00. The "MECCA" system would then be run to produce a list of potential suspects who could be responsible for the series. This would give investigators leads which might save them valuable time.

The main crime and offender files will also be utilized as general investigative aids to conduct searches on individual crime cases or offender characteristics.

CAREER CRIMINAL PROGRAM

Tactical Response Coordination

The purpose of accomplishing a Tactical Response Analysis is to determine whether a tactical response to a specific crime series should be planned. The person performing the analysis will need to systematically and thoroughly examine a suspected crime series before recommending the implementation of particular tactics.

TACTICAL RESPONSE ANALYSIS

CRIME TYPE: _____

PREPARED BY: _____ DATE: _____

CRIME SERIES SUGGESTED BY: _____

SERIES CASE #_____, #_____, #_____,

#_____, #_____, #_____, #_____

INVESTIGATIVE UNITS CONTACTED: _____

PATROL UNITS CONTACTED: _____

OTHER AGENCIES CONTACTED: _____

RESULTS OF CRIME FILE SEARCH: _____

_____

RESULTS OF OFFENDER FILE SEARCH: _____

_____

RESULTS OF F.I. FILE SEARCH: _____

_____

SUSPECT INFORMATION GAINED: _____

_____

UNIQUENESS OF THIS SERIES: _____

_____

CAN ADDITIONAL CRIMES IN THIS SERIES BE FORECAST? ☐ YES ☐ NO

SHOULD A TACTICAL ACTION PLAN BE PREPARED AT THIS TIME? ☐ YES ☐ NO

IS SUPPORTING MATERIAL ATTACHED? ☐ YES ☐ NO

The purpose of formulating a Tactical Action Plan is to be able to better organize, control, and evaluate the resources and procedures used to accomplish tactical objectives. When the various units executing the plan join in the formulation of it, cooperation and compliance are enhanced.

TACTICAL ACTION PLAN

CRIME TYPE: _____

SRT NAME: _____ DATE PREPARED: _____

TRA ACCOMPLISHED BY: _____ DATE: _____

CASE #_____, #_____, #_____, #_____
#_____, #_____, #_____, #_____

OTHER UNITS PARTICIPATING IN PLAN: _____

_____

ACTIVITIES TO BE IMPLEMENTED:

(1) CONCEALED CAMERAS	☐	(5) SUSPECT SURVEILLANCE	☐
(2) VARDA ALARMS	☐	(6) SUSPECT DATA DISSEMINATION	☐
(3) OTHER ALARMS	☐	(7) INTENSIVE PATROL	☐
(4) STAKE-OUT	☐	(8) DECOYS	☐

APPLICABLE IMPLEMENTATION PLANS REVIEWED? ☐ YES ☐ NO

ACTIVITY SPECIFICATION:

BEGINNING DATE: _____ TIME: _____
ENDING DATE: _____ TIME: _____

PERSONNEL AVAILABLE: _____

_____

_____

LOCATIONS: _____

_____

_____

_____

EQUIPMENT: _____

_____

_____

_____

ADDITIONAL INFORMATION: _____

_____

_____

OFFICER IN CHARGE: _____

The purpose of the After Action Report is to specify the program activities actually used during a planned tactical response, list the resources provided, and record the resultant outcomes. Reviewing these reports should help to better manage tactical actions and aid in the evaluation of specific program activities.

AFTER ACTION REPORT

PLAN #_____

PREPARED BY:_____ DATE:_____

OFFICER IN CHARGE OF OPERATION:_____

ACTIVITIES IMPLEMENTED:

(1)	CONCEALED CAMERAS	☐	(5)	SUSPECT SURVEILLANCE	☐
(2)	VARDA ALARMS	☐	(6)	SUSPECT DATA DISSEMINATION	☐
(3)	OTHER ALARMS	☐	(7)	INTENSIVE PATROL	☐
(4)	STAKE-OUT	☐	(8)	DECOYS	☐

BEGINNING DATE:_____ TIME:_____
ENDING DATE: _____ TIME:_____

	UNITS INVOLVED	EQUIPMENT PROVIDED	MAN-HOURS PROVIDED
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

RESULTS OF ACTION:_____

RELATED REPORTS (LIST TYPE AND NO.)_____

CAREER CRIMINAL PROGRAM

Implementing Tactical Activities

IDENTI-KIT PROGRAM

The Identi-Kit program is a policy activity resulting in the construction of a facial likeness of perpetrators of serious crimes by witnesses with the help of operators who have been trained in the use of the kit. As witnesses recall specific details of the perpetrator's face, the operator "builds" a likeness with an established set of features provided in the kit. These "composites" are then disseminated to individuals who might be able to identify or locate suspects resembling the composite. Only witnesses to the crimes of robbery, rape, child molest, hot prowl burglary, and commercial burglary occurring within the San Diego city limits who are able to recall specific details of the perpetrator's face, will be requested to assist the police in constructing an Identi-Kit composite.

During the preliminary investigation of a target crime, the reporting officer will determine whether the construction of a composite is warranted. He will notify his immediate supervisor of his recommendation and record it in the narrative portion of the crime report. The Crime Research Team will code the composite as soon as possible and check it against the computerized offender file for possible matches. Lists of suspect leads will be recorded by them and given to the Series Resource Team. The Series Resource Team will maintain the Identi-Kit master file and ensure that all records are maintained in a numbered sequence. They will also attempt to determine whether this case is one of a series and provide investigators with leads from crime analysts. Additionally, they will ensure that the reporting officer and his supervisor are apprised of any progress in the case as it becomes known to them.

Composite forms are for "official use only". Any new departmental policies affecting the use of Identi-Kits will be determined by the Career Criminal Program Advisory Board. The Advisory Board must approve the content of this plan and any procedural instructions generated from it. Dissemination of the composites will be decided by assigned investigators and watch commanders.

Information concerning the circumstances of the crime together with a copy of the composite will be constructed by the Identi-Kit operator. This form, called the Suspect Data Sheet, is the one which will be disseminated to individuals who might be able to identify or locate a similar looking suspect. The operator will also prepare a Composite Cover Sheet. The information on this form is primarily for evidentiary purposes and will not be disseminated. Both of these forms, together with a copy of the crime report, will be placed in a file folder with summary information written on it. These records will be kept in a locked file cabinet maintained by the Series Resource Team.

The Career Criminal Program has two kits leased at a cost of $25.00 each per month. There are two detectives, two patrol officers, and two supervisors trained in the use of the kit. Additional training can be provided at no cost.

CONCEALED CAMERA PROGRAM

The Concealed Camera Program consists of placing 35mm springwound cameras in commercial establishments likely to be the victim of a robbery. Triggered by a remote device, the hidden camera takes a number of still photographs of the perpetrator during the robbery. By developing and circulating offender photographs to patrol units immediately after the crime, a greater proportion of suspects will be identified and apprehended.

All commercial establishments (except banks) within the San Diego City limits are potential locations for concealed cameras.

The Career Criminal Program Task Force will be responsible for establishing, implementing, and assessing the operation of applicable procedures. These tasks will be accomplished subject to the approval of the Advisory Board. The Series Resource Team (SRT), made up of a sergeant and two patrol officers, is responsible for the installation, maintenance, film development, and removal of the cameras on a 24-hour basis.

The decision to use concealed cameras starts with the formulation of a Tactical Action Plan by the SRT in collaboration with affected operational units. Primary and alternate sites for placement of the cameras will be specified at that time.

Placement decisions will be based on the following:

1.) Frequency of robbery incidents

2.) Crime analysis trend

3.) Tactical Response Analysis by the SRT

4.) Business suitability

5.) Manager cooperation

6.) Camera availability

Officers responding to a robbery scene will notify their supervisors of a camera activation. The supervisor will then contact a SRT member. The SRT will also produce a monthly report concerning camera placement data, malfunctions, accidental trips, and robbery activations. This information may help better manage program implementation and aid in its overall evaluation.

Each of the 16 camera units, with remote control activator, is $427.00. Costs for the 35mm film, photographic paper and chemicals, and batteries will be around $20.00 per month. Photographic facilities and equipment will be supplied by the department's Photo Lab.

Dissemination of the resultant photographs will be determined by the watch commander on duty.

DECOY PROGRAM

The term "decoy", as used here, means the utilization of police officers in an undercover capacity in highly visible settings where they might be construed as a potential victim. Those intent on committing either a robbery or rape might choose the decoy instead of a citizen victim, and be apprehended in the crime attempt.

Decoys could be used in areas of San Diego but would be limited to those locations where a street robbery or rape would be forecast and could also be observed by back-up units.

The Series Resource Team will set up the particular procedures to be used in each case. These will be specified by the Tactical Action Plan in use for each specific incident. To avoid any legal problems pertaining to entrapment, the officers used in the decoy operation will be used as visible targets only. This means they will not approach or solicit any information from possible suspects. Any contact between the officer and the suspect will therefore be initiated by the suspect.

The decision to use decoys will rest with the SRT and the unit(s) they are working with on any particular offender problem. Once the decision is made the SRT will be responsible for communicating this information to the appropriate personnel.

The decoy officers will be placed in strategic locations with fellow officers located in close proximity. Depending on the circumstances, the decoy officers may have one or all of the following: body transmitters, electronic Varda controls, and visual contact from fellow officers to insure their safety and

assist in violator apprehensions. They will remain in a target area going through the appropriate activities that will insure their looking like any other citizen who might be in the area. They will remain in the target area until they are either contacted by the suspect or the decoy tactic is terminated.

Material required will be: vehicles, binoculars, Vardas, SK-9 body transmitters. They are available through either the Career Criminal Program or OCJP in Sacramento. Personnel required must be limited to sworn officers available through SRT, Crime Suppression Unit, Detectives, and Patrol. Other personnel may be utilized from other departments in the event of a joint effort.

STAKE-OUT/SURVEILLANCE PROGRAM

Stake-out is meant the covert observation of a particular location or area that has a reasonable probability of having a victimization occurring. By position-personnel in and around these locations, there is an increased ch ce that an apprehension may be made at or near the targeted area.

Surveillance is meant covertly following the actions of persons believed to be intent on committing a target crime, or who may lead police to the location of wanted persons or evidence.

Stake-out and surveillance activities will take place only to the extent they are suggested by the Tactical Action Plan. They may, however, occur in any area of San Diego for any of the Career Criminal Program target crimes. Based primarily on the Tactical Response Analysis, a Series Resource Team member will determine whether crime series, offender actions, or on going investigations would require covert tactical action. This analysis should utilize information from a variety of sources before a Tactical Action Plan is formulated.

Department policies designed to protect the rights of citizens will be strictly adhered to. Any new policies affecting these activities will be reviewed by the Career Criminal Program Advisory Board with the concurrence of the department's Legal Advisor.

In addition to a specially equipped unmarked van and auto, there is a variety of observational equipment available for these program activities. Some night viewing and photographic devices are available through department sources and additional equipment is available through OCJP on a one to two day notice. Besides two officers specially trained in surveillance techniques, the program can draw from other department units participating in this plan.

VARDA ALARM PROGRAM

By installing a portable silent alarm in a business where there is a reasonable probability of being a victim of a robbery or burglary, there is an increased chance the perpetrator will be apprehended at or near the scene of the crime. The chances of apprehension should increase as the number of field units which are able to rapidly respond to the alarm increases.

Any commercial establishment within the San Diego city limits (except banks) is a potential location for the placement of alarms. The location decision will depend primarily on a forecast by the Series Resource Team (SRT) and other affected units during the formulation of the Tactical Action Plan. This determination will be based on crime pattern analyses provided by the Crime Analysis Staff and from field intelligence (including informants). Other considerations will include: store configuration, management cooperation, availability of equipment and manpower, and history of false alarms. The SRT is also responsible for the installation, removal, and maintenance of the alarms. Logs and forms have been provided for recording all relevant alarm activities.

Although the Varda alarms now in use by the department broadcast over patrol frequencies, additional coverage should enhance the program. Efforts will therefore be made to coordinate this activity with location and area stake-outs.

New policies affecting this program must be approved by the Career Criminal Program Advisory Board. By approving this plan the Advisory Board assures those involved in implementing it that they have the authority to do so.

Officers responding to a scene because of a Varda Alarm Broadcast will follow established department procedures regarding silent alarms and will note this on the Crime Report. Care must be taken not to force a robbery suspect to take a hostage. If, however, the alarm trip is accidental, the responding officer will reset the alarm and complete a false alarm report.

The Career Criminal Program presently has 16 Varda Alarms. bill trips, trip wires, a pressure mat and two electronic transmitters. There are also two full-time police officers, trained in the installation and maintenance of the alarms, who are available on a 24-hour basis.

Appendix B

APPLICANT'S RECORD

CODE _____ AGE _____ DATE _____

NAME _____ TELEPHONE _____
LAST FIRST MIDDLE

ADDRESS _____
NUMBER STREET ZIP AREA

TRANSPORTATION _____ AUTO _____ BUS SEX _____ BEST TIME TO BE REACHED _____

PHYSICAL DISABILITIES – EXPLAIN _____

PREVIOUS WORK _____

WORK DESIRED _____

INTERVIEWE

SENIOR SERVICES CENTER

OTHER SIDE FOR ADDITIONAL INFORMATION

HUMAN RESOURCES DEPARTMENT
EMPLOYMENT PROGRAMS
City Administration Building
202 C Street
San Diego, California 92101

Appendix C

☐ Youth
☐ Senior Citizen
☐ Volunteer

Personal Data — Please Print Plainly

Applicant's Name: Last	First	Middle Initial	Telephone Number:

Residence Address: Number Street City State Zip Code

Birthdate:	Present Age:	Height:	Weight:	Social Security Number:

What is your annual income? | Number of persons living in your household?

Drivers License Number: | Expires: | Do you have transportation? Car ☐ Bus ☐

Describe any physical defects or handicaps:

Education

	Name and Location	From	To	Check Last Year Completed 1	2	3	4	Did you graduate?	Diploma or Kind of Degree
High School:									
College:									
Other:									

Military Service

Branch:	Date of Entry:	Date of Release:	Highest Rank Held:

Employment Record - Begin with current or most recent employer.

Applicant may desire to list, on a separate sheet of paper, additional school courses, training, certificates received, etc., that might assist your qualification.

Employer (Name, Business, Address)

Description of your job:

Type of Business:

Employed From: To:

Reason for Leaving:

Salary:

☐ Full Time
☐ Part Time

Employer (Name, Business, Address)	Description of your job:
Type of Business:	
Employed From: To:	
Reason for Leaving:	
Salary: ☐ Full Time ☐ Part Time	

Employer (Name, Business, Address)	Description of your job:
Type of Business:	
Employed From: To:	
Reason for Leaving:	
Salary: ☐ Full Time ☐ Part Time	

All answers and statements in this application are true and complete to the best of my knowledge and ability. (Please note, any false answers or statements are grounds for termination.)

Signature of Applicant _____ Date _____

Do not write in this section

Typing Speed:	Shorthand Speed:	Other Skills:
Certificate Yes ☐ No ☐	Certificate Yes ☐ No ☐	

Interviewer's Comments

Check List	A	P	C	P
Appearance				
Poise				
Speech				
Attitude				
Alertness				
Personality				

AFTER hired, person to notify in case of emergency

Name _____ Address _____ Phone _____

COMMENTS AND DESCRIPTIONS OF SOME OF THE SENIOR EMPLOYEES

COMMENTS

"work interesting.....helping to make a safer city.....
if I can only help catch one guy....happy here.....I like
the computer.....able to use our experience,.....
important they don't put pressure on us.....a good program...
feel I'm making a contribution.....it's a challange.....
provides a feeling of respect for the elderly.....
shows we're still alert.....some reports can be depressing
(child molestation)....they accept us and that we can do a
job and still concentrate.....supervisor is patient and
efficient.....we get good feedback.....some of them would
probably be surprised how capable and alert we are.....
very rewarding to find correlation between offenders and
crimes.... impressed with politeness and quality of officers...
work is tedious but interesting..... I like the hours.....
there's a good sense of humor in the office....interesting
tasks....it's a good project."

DESCRIPTIONS: PAST WORK EXPERIENCE

MALES:	FEMALES:
Credit manager- volunteer work	dental assistant- wife (other Sr. employee)
Retire Army officer & also from Savings and Loan (operations)	Librarian with Federal Govt.-26 yrs.
	Office Mgr.-retired 10 yrs.
	Semi-retired-6 yrs.-secretarial work

CITY of SAN DIEGO

Appendix E

MEMORANDUM

FILE NO.:

DATE : June 28, 1977

TO : City Manager Hugh McKinley

FROM : Mayor Pete Wilson

SUBJECT: Use of Senior Citizens in the Police Department

I was extremely pleased to learn that the Police Department had employed eleven senior citizens to work part-time on the Career Criminal Program. I firmly believe that our senior citizens are a virtually untapped resource quite capable of assisting us in a myriad of programs and projects.

Both the Police Department and the Housing and Community Services Department are to be commended for their efforts to involve willing and able senior citizens in this worthwhile program. I look forward to even greater involvement of senior citizens in the day-to-day operations of our city.

Pete

PETE WILSON

PW/eh

RECEIVED
JUN 30 1977
CITY MANAGER

FORM CO-160

CITY of SAN DIEGO

MEMORANDUM

FILE NO.: 15.05

DATE: June 9, 1977

TO: Ray T. Blair, Jr., Deputy City Manager

FROM: W.B. Kolender, Chief of Police

SUBJECT: Use of Senior Citizens in the Police Department

As the attached suggested report to Council indicates, the Police Department has been utilizing senior citizens in its Career Criminal Program with a great deal of success. Realizing the Council's interest in the senior citizen program and their general utilization, perhaps you would like to forward an informational memo concerning our program.

W.B. Kolender
Chief of Police

FORM CD-160

DATE ISSUED: INFORMATION

SUBJECT: USE OF SENIOR CITIZENS IN THE POLICE DEPARTMENT

As you are aware, the Police Department is currently operating the Career Criminal Program under a LEAA grant. The program is directed at the identification and apprehension of offenders of the crimes of rape, child molest, robbery, and burglary. Various techniques for directing patrol activities are utilized including computer-based files for identification and specific crime trend analysis, suspect composite preparation, and others. The program is in its ninth month of operation.

In order to develop a comprehensive source document for data collection and analysis concerning these specific crimes, it was necessary to design an entirely new crime report form which was implemented on May 1, 1977. Working in cooperation with the Senior Citizen Program of the Housing and Community Services Department, eleven senior citizens have been employed on a part-time basis to assist in analyzing reported crimes and transcribing numeric data onto coding sheets for computer entry. For example, in a five-week period 700 robbery cases were analyzed, entered onto coding sheets, and later used to create a computer-based file. All such work was accomplished by part-time senior citizen personnel.

The seniors come from varied backgrounds including bookkeeping, accounting, banking, and the military. There are currently three husband and wife teams as well as five single persons working in groups of two or three at a time. They work four-hour shifts three times a week at $3.00 per hour. The grant has allocated $5,600 for the senior project, generating 1,200 personnel hours of effort.

The Police Department intends further utilization of senior citizen assistance as the Career Criminal Program develops additional analysis and coding requirements. In an upcoming program, Neighborhood Crime Prevention, which will also be partially funded by LEAA, the Department will be utilizing additional senior-citizen personnel for analysis and public information work. The Department is very enthusiastic about the work performed by the seniors and their genuine enthusiasm in making a meaningful contribution to the Department's efforts.

Respectfully submitted,

Hugh McKinley
City Manager

KOLENDER/KNF

Inspector Fortier's Comments on the Senior Citizen Program:

The use of senior citizens in this program has proved to be a real benefit to the department in several aspects. Aside from their work product which has proven to be accurate, timely, and obviously personally rewarding to them, the program has benefited the police department immensely from a public relations standpoint. Organized senior groups within the city have recognized that the department is sensitive to the seniors' issue and has made a meaningful attempt to utilize this valuable resource. City government has also favorably recognized our efforts; in fact the Mayor has forwarded a personal note of praise.

We plan on utilizing additional seniors in our upcoming Crime Prevention Program which is also funded under an LEAA grant. In this program the seniors will work with other seniors in Crime Prevention education and organization of various Crime Prevention groups. One full time officer will be assigned to the work with this program.

We are including in our FY79 budget, funds to employ seniors for a variety of tasks throughout the department including clerical-type work with subpoena service and additional work in Research and Analysis. The employment of seniors in this mode provides us a means whereby we can obtain qualified, experienced employees for part-time or limited duration to handle termination-certain projects in an expeditious manner.

George Sullivan's Comments on the Senior Citizen Program:

Senior citizens have much to offer an organization like a police department. Not only do they bring in a variety of well polished skills, they approach their work with enthusiasm and professionalism. Aside from the Seniors' personal attributes, however, there are other benefits inherent in our program. Seniors are eager to do those jobs that, though essential to the organization, are typically seen as repetitious, boring, time consuming, paper shuffling, or bureaucratic. It is these kinds of tasks that have resulted in a wasteful expenditure of officer and analyst time and abilities. But because the Seniors do not have the job pressures and numerous demands on their time that officers and analysts have, those tasks become, not the source of frustration, but rather the source of meaning and satisfaction.

It is therefore important to spend a good deal of thought as to the tasks to be performed by the Seniors, and careful attention to selection and placement procedures.

CITY of SAN DIEGO

MEMORANDUM

Appendix F

FILE NO.: 15.21

DATE: August 29, 1977

TO: K. J. O'Brien, Inspector

FROM: E. J. Enell, Captain

SUBJECT: USE OF "SENIOR CITIZENS"

The services of contract "Senior Citizens" could be effectively utilized within the following areas of Patrol Administration:

1. PROCESSING OF SUBPOENAS -

   It is estimated that patrol secretaries collectively spend 6-8 hours a day performing this task. It would require very little time to train a senior citizen to take over this responsibility. He/she would be trained by and work under the direction of the patrol secretary.

   Working Hours: Monday-Friday, 1000-1800 hours

   Preferred Qualifications: Some clerical background is desired. Typing experience is not necessary.

   Duties and Responsibilities:

   - Receive Subpoenas

     Organize by appearance date, date stamp, enter in log by date of appearance, verify, and correct where necessary, assignment of officer subpoenaed.

   - Distribution of Subpoenas

     Subpoenas for officers not assigned to Central Patrol are sent to their respective Commands. Subpoenas for officers assigned to Central Patrol are given to the Aide.

   - Court Call-Offs

     Call-offs are received telephonically and entered in log. Call-off slips are prepared in duplicate with original going to officer and a copy to file. Notify officers by phone of call-off when necessary.

   - Served Subpoenas

     Receive and file by appearance date.

(continued)

2. RESOURCE ROOM

The operation of the Resource Room is currently dependent on the availability of light duty officers. Many of these duties could be performed by a "contract senior citizen."

Personnel Requested: One, 3 hours a day.

Working Hours: Monday-Friday, 0900-1200

Preferred Qualifications: Some clerical background and experience with computer terminals is desired.

Duties and Responsibilities:

1. Collect, maintain, and display recent periodicals concerning police and police-community related matters.

2. Collect, maintain, and display census data relating to demographic composition city-wide.

3. Collect, maintain, and display crime data with special attention given to individual beats.

4. Collect and display recent crime cases and arrest logs.

It would take approximately 4 hours to train someone to do these tasks. Personnel assigned to the Resource Room would work under the supervision of one of the light duty officers currently assigned or, in their absence, the Patrol Administrative Aide.

E. J. Enell, Captain

Senior Scene

By RITA GILLMON
Staff Writer, The San Diego Union

The San Diego Police Department is employing senior citizens as part-time workers in a "Career Criminal Program."

In the program, supported by a grant from the Law Enforcement Assistance Administration, the seniors are translating the raw data from crime reports, into information that can be fed into a computer.

George Sullivan, director of crime analysis for the Police Department, said police hope to use the computer file to apprehend criminals faster.

"It is a lie that you can't teach old people anything new," said Sullivan. "They are quick learners and interested in the work."

Three couples and five single retired persons are working about 12 hours per week for $3 an hour. In the five weeks they have been working they have analyzed 700 robbery cases.

Preliminary screening of the workers was done by Evelyn Herrmann, chief of senior services for the City of San Diego.

Lucille Fisher, 67, is a widow and one of the new employes.

"I've done office work before, but never anything with computers," she said. Fisher retired from office work about 10 years ago when her husband retired. When he died about a year ago she began doing volunteer work for the city.

"I really enjoy working," she said. "We look for things such as whether the robber used a gun, what he said and what he took."

Fisher said the part-time work is perfect for retired people.

Sullivan said the seniors enjoy the job because they know it is important.

"If we just gave them 'make-work' they would know it and it would turn them off," he said.

The department is planning to use senior workers in a new crime prevention program, for public information and analysis of police programs.

COMEDY FESTIVAL: Seniors may receive a 50 cent discount off ticket prices for the Summer Comedy Festival of the San Diego Repertory Theater. Plays to be presented include "Arsenic and Old Lace," "The Importance of Being Earnest," and "The Glass Menagerie." Information is available from the theater box office, 1620 Sixth Ave.

FRIENDSHIP CENTER: Betts Wallace will lecture about the Poison Information Center at 3 p.m. Wednesday at the Clairemont Friendship Center, 3061 Clairemont Drive. Also on Wednesday, the center will sponsor a trip to Little Tokyo and Chinatown in Los Angeles. Details and reservations can be obtained by calling the center. In addition, housekeeping and job opportunites are available.

FIELD TRIP: Seniors will go on a field trip to the Natural History Museum at 10 a.m. Tuesday from the Northminster Senior Citizens Club, 4324 Clairemont Mesa Blvd. They will meet at the club for a Dial-A-Ride bus.

LUNG TALK: A representative of the Lung Association will discuss the "Gasp" program for Vista La Mesa refunds from the state. People 62 or older as of Jan 1, 1977 who lived in a rented residence from July 1, 1976 to June 30, 1977, and whose household income was not more than $5,000 are eligible. Seniors can call Seniors In Action for an appointment or walk in and wait. Information about the Senior Citizens Property Tax and Rent Assistance can also be obtained from the Franchise Tax Board, 1550 Front St.

CIRCUS DISCOUNT: Seniors will receive a $2 discount with I.D. on tickets priced at $5, $6 and $7 for the 2:30 performance July 14 of Ringling Brothers and Barnum and Bailey Circus at the San Diego Sports Arena. The show opens at 8 p.m. July 13 with 10 performances through July 17. A $2 discount is available for all performances for groups of 25 or more. Information is available at the Sports Arena box office.

NO VOGUE: "Fashions That Never Appeared in Vogue," will be pesented by the Thrift Shop for Saratoga Center at 2:30 Wednesday in the lounge, 4823 Saratoga St. Monday at the same hour there will be a "For Love of Reading" book review.

RAP SESSION: The Senior's Rap Session will be broadcast tomorrow from 9:30 to 10:30 a.m. over radio station KPBS, 89.5 on the FM dial. Leo Mulcahy, moderator will discuss nursing homes with Christy Bookwalter, director of the San Diego County Nursing Home Ombudsman Program.

PLAY DISCOUNTS: Persons over 60 years of age will be given matinee discounts for "Charlie's Aunt" at the Old Globe Theater's Carter Centre Stage and for tickets to a Shakespeare Film Festival being run in conjunction with the Ken Cinema at 2 p.m. Friday through Monday through Sept. 5. Information is available from the Old Globe box office.

CITY OF SAN DIEGO

Appendix H

NEWS RELEASE

RELEASE NO. 78-4
DATE: September 14, 1977

CONTACT: Evelyn Herrmann
PHONE: 236-5765

FOR IMMEDIATE RELEASE:

A new program to help senior citizens who live in the City of San Diego protect their homes against burglary and fire is beginning this week (September 12th).

The Senior Citizens Section of the City's Housing and Community Services Department will operate the Home Security Program. According to Evelyn Herrmann, Chief of the Senior Citizens Section, "Six CETA employees have been hired and trained to inspect homes for lock, door and window security. In addition, the inspectors will check homes for fire protection."

The home security inspection is free to the City's senior residents. A checklist will be provided to point out defects or weaknesses in home security and suggest ways to protect the home against break-ins or fire. According to Herrmann, "Some measures to improve home security can be performed by the resident without the purchase of new materials." "In some cases, devices such as dead bolt locks and smoke detectors may be recommended, and lists of where such devices may be purchased and installed at a discount to seniors will be provided," she added.

Herrmann said, "Everyone who is living in an apartment, mobile home or other private residence deserves to be secure. There is an increase in house burglary in San Diego and consequently many senior

--more--

are living in fear. The Home Security Program is a preventative program. The more homes that can be secured against intruders, the less seniors will be victimized."

"We anticipate visiting 1500 homes of seniors in the next year under the Home Security Program," Herrmann said. "The California Locksmiths Association has already assigned a committee to work with the City and the Police Department to provide expertise in home security devices," she said.

To make an appointment for a free home security inspection, call the City's Senior Citizens Section at 236-5765.

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