

ALBANY POLICE DEPARTMENT
BURGLARY PREVENTION AND INVESTIGATION UNIT
(DCJS #1733)
FINAL REPORT

48490

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INTRODUCTION

The Burglary Prevention and Investigation Unit of the Albany Police Department was established on 15 October 74 through Grant #C80617 which was awarded by the New York State Division of Criminal Justice Services. The Grant was to cover a period of 18 months; terminating on 15 April 76.

The Project Area for the Burglary Prevention and Investigation Unit was the Center Square Area of Albany, New York. This area was chosen because departmental monitoring of the incidence rate for Center Square burglaries had shown an alarming increase in 1973 and 1974.

The escalating burglary rate in Center Square peaked during the first eight months of 1974. During those eight months over 25% of the burglaries reported in the City of Albany occurred in Center Square - an area which houses less than 10% of the city's population. Traditional police efforts at impeding the escalation of the burglary rate had proven ineffective. Center Square had the highest concentration of police manpower of any area of the city except the South End and Arbor Hill Neighborhood Police Unit territories. This concentration of manpower had resulted in a clearance (by arrest) rate which was well above the city average. But this traditional measure of effectiveness showed no signs of slowing the escalating burglary rate.

The failure of the traditional "reactive" police efforts to reduce the escalating nature of the burglary rate experienced by the Center Square Community forced the Department to consider a unique approach to the problem. The Burglary Prevention and Investigation Unit was designed to provide that unique approach.

The concept embodied by the Burglary Prevention and Investigation Unit took into account the characteristics of the Center Square Community, the Police Department, the burglaries reported, and measures adopted by other departments to combat similar problems. These factors were analyzed by the Department's Planning and Research Unit (of the Administrative Services Bureau) in conjunction with the Office of the Crime Control Coordinator.

Their analysis indicated that Center Square's burglary problem was the result of the combination of an increasingly mobile and transient population with a deteriorating physical environment. The problem was compounded by a lack of positive community involvement and cooperation. The mobile nature of the Center Square population left many opportunities for burglars to find unoccupied dwellings for targets. The physical deterioration of the area made gaining entrance to the premise a matter of simple bodily force. The transient nature of the population made it unlikely that the burglar(s) would be noticed since unfamiliar faces were the rule rather than the exception in Center Square.

The Burglary Prevention and Investigation Unit was conceived as the best method for the Albany Police Department to deal with the many facets of this problem. It provided an innovative approach designed specifically for the target area. Its design consisted of a comprehensive burglary prevention program which stressed the need for community involvement and cooperation. This prevention program was to be augmented by specialized training in burglary investigation methods.

This unique concept of the Burglary Prevention and Investigation Unit would allow it to serve a dual function. It would direct itself toward minimizing the opportunity for burglaries to occur in the target area. This target hardening was to be the primary function of the Unit and was to be accomplished by the measures outlined in the comprehensive burglary prevention program. The second function of the Burglary Prevention and Investigation Unit was to provide skilled, professional investigation of all burglaries that did occur. This would maximize the potential for clearing these cases through the arrest of the perpetrators and thus provide an indirect burglary prevention capacity.

The primary goals outlined in the Grant spoke directly to this dual function. The first goal was the "Implementation of a comprehensive crime prevention program consisting of, but not limited to, disseminating crime prevention literature, conducting security inspections, promoting a valuable possession's marking program (Operation Identification) and presenting crime prevention advisement programs at community meetings". In this matter, the Unit was to provide a target-hardening program which emphasized community involvement in order to complement the Unit's own efforts at burglary prevention.

The second goal was to train, equip and deploy the Unit Personnel "to enable thorough investigation and analysis of burglaries occurring in Center Square." The training would enable the Unit Officers to incorporate their knowledge of the population of Center Square, the characteristics of the burglaries reported, skilled investigative technique and community cooperation in their efforts to apprehend the persons responsible for those burglaries.

Both goals emphasize the interaction between the community and the Unit Officers. This is in direct response to the lack of community involvement and awareness which was noted as a major factor in the escalation of the burglary rate in Center Square. By fostering this interaction as the basis for prevention as well as apprehension, it was projected that the Unit could effectively promote target hardening as proposed by the LEAA Guidelines, as well as increase the proportion of burglaries which would be cleared by arrest.

The secondary goals of the Grant outlined support functions which were to be provided to facilitate the Unit's efforts to achieve its primary goals. The first of these secondary goals was the "implementation of a civilianization program within the Department to enhance support staff and thus increase the capability of the Department's Records Bureau, Identification Bureau and Community Relations Unit". This provided for the two civilian file clerks and one civilian clerk typist to be hired. They would handle the increased volume of paperwork generated by the Unit. A civilian crime analyst was to be hired to receive, collate, analyze and disseminate information regarding specific crimes and crime patterns to the Unit to be used for internal purposes as well as in the education of the public.

The other secondary goal was to create a file/records system dedicated to the project which would aid the Unit in the comprehensive analysis of the crime. It would also provide a mechanism for systematizing the efforts of the Unit to complete its target hardening function.

The goals outlined in the Grant provide the basis for effectively dealing with the escalating burglary rate reported in Center Square prior to the Grant Award. The members of the Burglary Prevention and Investigation Unit have been working to achieve these goals since the implementation date of the project. This, the Final Report for the project, will record the efforts expended, problems encountered, and success achieved by the Burglary Prevention and Investigation Unit in pursuit of those goals.

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CENTER SQUARE BACKGROUND

The Center Square Area of Albany consists of a 45 block urban residential neighborhood. It is bounded by Washington Avenue on the north, Myrtle Avenue on the south, South Lake Avenue on the west and South Swan Street on the east. The massive Empire State Plaza is also located on South Swan Street and thereby constitutes the eastern boundary of Center Square. The area is serviced by three main city streets (Madison Avenue, Washington Avenue and Western Avenue) and contains the largest public park in the city (Washington Park).

Center Square is noted for the traditional "brownstone" residential dwellings located throughout the streets east of the park. These buildings were originally single family dwellings which provided the nucleus for a deep-rooted, family-oriented community. Certain sections of Center Square also contain single-or two-family residences. Business offices and small commercial establishments can be found throughout Center Square; partially due to the overflow from the business district located on the northern boundary and partially due to small neighborhood concerns that were established as the residential area grew.

Originally a series of small, ethnic, family-oriented communities, the Center Square neighborhoods have undergone a period of devastating transition. This transition was triggered by an urban renewal process initiated by the construction of the Empire State Plaza. Over 98 acres of residential units were torn down to facilitate construction of this plaza. This urban upheaval served to compact the population of the target area. The influx of population across its eastern boundary uprooted the original population and resulted in its emigration to more suburban areas.

The emigration of the original population created an atmosphere of transition in Center Square. New persons moved in. Old, three-story single family housing units were subdivided and subdivided again to allow new landlords to generate maximum profits. The nuclear family gave way to a more urban cosmopolitan population which exhibited a mobility previously unknown in Center Square. The classic brownstone, previously maintained by family pride, have begun to deteriorate - the result of negligence on the part of the new, absentee owners. These and other factors have combined to create the present Center Square community.

The current Center Square population is estimated at between 7,600 and 8,000 persons. These persons are housed in approximately 5,500 housing units. These factors combine to give Center Square the lowest average number of persons per housing unit in the city (1.4)* It also has the highest percentage of 1 person households (approximately 76%).

* The demographic indicators and rankings included in this section were furnished by the Department of Housing and Urban Development for the City of Albany. They are based upon a computer-processed by-product of the door-to-door city directory canvass performed by R.L. Polk & Company in 1975. The statistics are reported by Census Tract. There are 25 Census Tracts in the City of Albany.

Center Square has the lowest percentage of households with children of any area in the city (5.6%). Less than 10 percent of its population is under the age of 18 (compared to a city-wide average of 26.2%). At the other end of the spectrum, 18.8% of the population is 65 years old or older. A disproportionately large segment of the Center Square population falls between the ages of 19 and 30 (24.3%).

The current Center Square population has the highest percentage of renters in the city (90.2%). It also has the lowest ratio of husband-wife households to total households.

Fifty-two percent of the heads of household in Center Square are not employed either because they are retired, students, or jobless. The 1975 income index (based on household money income) for Center Square shows that this area ranks fifteenth out of the 25 city areas. This low ranking reflects the fact that the majority of the heads of household are either not working or are unskilled or service workers. The actual breakdown for the occupations of the Center Square heads of household is:

<u>Occupation</u>	<u>% Heads of Household</u>
Jobless	3.2%
Students	18.9%
Retired	29.9%
Service, Operatives, Unskilled	7.8%
Clerical and Sales	9.8%
Skilled, Semi-Skilled, Foreman	3.7%
Managers, Proprietors, Supervisors	7.4%
Professional, Technical	11.4%
Military	7.9%

The demographic indices mentioned show the Center Square community to be made up of either young and unrelated persons, or single, elderly persons of low to moderate income. They also have very few permanent ties to the community as evidenced by the high percentage of renters in the area. A previous statement contended that the population of Center Square was also very mobile. This is evidenced by the mobility rates calculated by the R.L. Polk Company.

Mobility rates were calculated by adding the number of households moving in to the number of households moving out and dividing the total by the current count of households. This gives an indication of the turnover of occupants in this area. Center Square has the fourth highest mobility rate in the city.

Some of these indicators, measured in 1975, show a startling difference from the measurements reported during the 1970 Census.⁺ In 1970, 19.4% of the Center Square population was under the age of 18 and 26.5% was 65 years old or older. 26.2% of the heads of household were employed in a professional or technical position while 8.3% were employed as skilled, semi-skilled workers or foremen. 30.3% of the total households were husband-wife households (as opposed to 16.8% in 1975) and

⁺ The 1970 figures are supplied by the Institute of Gerontology of the State University of New York at Albany.

19.4% of the households contained children under the age of 18 (as opposed to 6.1% in 1975). Only 76.8% of the housing units were renter occupied in 1970. The mobility rate for the period of 1965 to 1970 was only 59.4% while the mobility rate for 1974-75 was 72.9%.

It is obvious that Center Square has undergone a period of transition. This transition began over 15 years ago with the initial construction for the Empire State Plaza. While there are no figures available for the 1960's, comparison of key demographic indices for 1970 and 1975 show great changes over just that five year period. Center Square is moving farther away from the stable, deep-rooted, family-oriented community which existed before. It is also obvious that this urban evolutionary process is incomplete.

Comparison of key demographic indicators for the years 1974 and 1975 show Center Square to be continuing in its downward trend. The number of owner-occupied units decreased. Over that two year span Center Square had the highest rate of change among occupants for any area in the city. The household income index declined by 10%, reflecting a further decrease in the percentage of professional, technical and skilled workers residing in the community. The jobless rate increased by 12%. The total number of vacant buildings (often cited as an indication of physical deterioration of the neighborhood) rose by almost 15%.

All key demographic indices show a continued economic decline and physical deterioration of the Center Square area of Albany. The population is becoming more mobile, unstable and, in some areas, even transient. This decline has been accompanied by an increase in the burglary activity reported in Center Square. Concerned citizens of Center Square are trying to reverse this evolutionary process by organizing community groups in the area. They hope to restore civic pride and promote community cohesiveness in order to prevent the total urban deterioration of Center Square. The Albany Police Department, through its informal manpower allocations as well as its formal implementation of the Burglary Prevention and Investigation Unit, is working to provide the personal security that is so vital to promoting demographic stability in the Center Square community.

OPERATIONAL RESULTS

The Burglary Prevention and Investigation Unit of the Albany Police Department was established in an effort to reduce the incidence of burglary in Center Square. All project objectives and tasks were formulated with this end in mind.

The effectiveness of this Unit in reducing the incidence of burglary during the project period is a matter of record. Comparison of the burglary complaint reports for Center Square during the calendar years of 1973, 1974 and 1975 show that since the implementation of the Burglary Prevention and Investigation Unit, the escalating trend of the incidence rate has been halted and reversed. The projected 1976 rate* indicates that the incidence for Center Square burglaries has stabilized at a level significantly lower than that reported for the pre-project years.

1973	-	148 Burglaries
1974	-	233 Burglaries
1975	-	109 Burglaries
1976	-	104 Burglaries (Projected)

These figures show that Center Square experienced a 53.2% decrease in the number of burglaries reported during 1975 over 1974. The 1975 figure also represents a 26.4% decrease over the 1973 incidence rate. The 1976 projection indicates that this decrease should remain stable if the Unit continues to operate with the efficiency it has shown during the Grant Period.

The previous table exhibited the incidence rate change for Center Square burglaries only. To put this local reduction into perspective, it must be compared to the fluctuations seen in the burglary rates for the rest of the city. For this reason the Center Square burglaries have been subtracted from the city totals. The breakdown is shown in the following table:

* The 1976 projections are based on the burglaries reported during the first four months of the year and the seasonal fluctuations noted during 1975. This figure was also weighted to reflect the expectation that the severely depressed incidence rate experienced during late 1975 could not be extended indefinitely because of intervening variables which are beyond the control of Unit Personnel. These variables include population fluctuations, burglary displacement to Center Square caused by improved police response in other areas of the city, the return to the streets of persons previously convicted of Center Square burglaries, etc.

<u>YEAR</u>	<u>TOTAL CITY BURGLARIES</u>	<u>CENTER SQUARE BURGLARIES</u>	<u>BURGLARIES OUTSIDE CENTER SQUARE</u>
1973	982	148	834
1974	1041	233	808
1975	830	109	721

This table shows two things. The first is that Center Square was statistically responsible for the increase in the city total of burglaries that was shown between 1973 and 1974. Without the 57% (from 148 to 233) rise in the incident rate for Center Square the 1974 city totals would have shown a decrease in the total number of burglaries reported. (City-wide projections for 1976 were not available).

The second thing indicated by this table is that while the Center Square burglary rate was decreasing by 53.2% between 1974 and 1975, the rate for the rest of the city was decreasing by 10.8%. This city-wide decreasing trend must be considered when looking at the reduction of burglaries in Center Square. But, even after adjusting for this city-wide trend, the burglary rate in Center Square showed a decrease of 48.6% in 1975. Controlling for the city-wide reduction between the 1973 and 1974 figures, the burglary rate has been reduced by 21.8% between the 1973 and 1975 figures.

The reduction in the incidence rate for burglaries in Center Square documents the fact that there has been a significant decrease in the number of burglaries occurring in that area during the project period. Since the Burglary Prevention and Investigation Unit is the only controlled variable which was introduced, it is evident that the Unit's operations have provided a large, contributing factor toward preventing burglaries in Center Square. The fact that 1976 projections indicate a stabilization of the situation shows that the target-hardening impact of the Unit is not a short-term phenomena.

The target-hardening impact of the Burglary Unit was expected to create a displacement of Center Square burglaries rather than an outright reduction in the level of burglary activity. The city-wide incidence rates have been closely monitored during the project period because it was expected that the burglars would continue to operate, but in different areas of the city. Analysis of the 1975 totals shows no such displacement effect. (A copy of this analysis is included in Interim Report No. 4, submitted 13 January 1976).

Statistics show that the Burglary Prevention and Investigation Unit Personnel have achieved a significant reduction in the number of burglaries committed in Center Square. Statistical projections show this development to be stabilizing. This indicates that the decreased burglary rate should continue. City-wide figures show that this reduction in Center Square burglaries has not meant that other city neighborhoods are now experiencing related increases in the burglary rates.

These factors indicate the degree of success achieved by the Unit during the project period. The main goal of the Grant (the reduction of the burglary rate in Center Square) has been reached. The comprehensive burglary prevention program and specialized burglary investigation techniques have been combined and implemented. The resultant decrease in the burglary

rate attests to the fact that this concept, when professionally implemented and maintained, can indeed effect a reduction in the number of burglaries committed in a neighborhood like Center Square.

The following sections of this report will detail the operations undertaken by the Burglary Prevention and Investigation Unit Officers which have led to the success of this project.

BURGLARY PREVENTION AND INVESTIGATION UNIT STAFF

Staff Responsibilities

The Grant Award outlined the positions to be created and the responsibilities which would accrue to each position. There have been small, operational refinements of position responsibility but nothing that alters the original definitions.

The Commanding Officer of the Burglary Prevention and Investigation Unit is a sergeant with Detective Division experience. He is responsible for commanding the Unit, deploying personnel, conducting crime prevention programs and fostering close working relationships with other Units.

The sworn officers (of which there are eleven) conduct all of the crime prevention and investigation components of the program as described in the Grant. Those components are: Dissemination of crime prevention literature, conducting of security checks, promotion of Operation Identification, presentation of crime prevention advisement programs at community meetings, thorough investigation and analysis of all Center Square burglaries and the execution of any ensuing law enforcement responsibilities.

The crime analyst receives, collates, analyzes and disseminates information regarding specific crimes and crime patterns to the Unit and to other units in the Department. Crime patterns, clearance rates, incidence report rates, and other statistical data are used by the Unit as a feedback mechanism to assist in the education of the public, the redeployment of staff, and the in-service training of staff. In addition, the crime analyst is responsible for evaluating the project and preparing the Final Evaluation Report.

The secretary works under the direction of the sergeant, transcribes reports dictated in the field by investigating officers, and assists the crime analyst in the preparation of all reports.

The identification clerks are assigned to the Identification Bureau where they perform all manual filing tasks, handle all inter and intra-departmental correspondence, and enter information into the Miracode Unit. The addition of these two civilian staff enables the sworn officers in the Identification Bureau to devote more time to the analysis of evidence collected by the Unit.

Project Staffing

The Burglary Prevention and Investigation Unit Officers were selected from a list of all departmental volunteers. All submitted applications were reviewed and oral interviews given to the final candidates. The exact selection process for Unit Officers is presented in detail in the text of the Implementation Report for this project. A description of the officers selected is also included in that report which was submitted on 17 December 1974.

Selection of the sworn personnel for the Unit presented no problems other than making the final choices from a large number of qualified candidates. Since the implementation date, there has been only one change in the sworn personnel of the Unit. One police officer requested a trans-

fer out of the Unit for personal reasons. On 6 April 76 he was reassigned to Division I of the Department.

The vacancy created by the transfer of this officer was filled by choosing an officer from the Unit Commander's reserve list. The reserve list is made up of officers who expressed interest in the Unit at its inception, but were not chosen due to the limitations placed on the number of men allocated to the Unit. Those retaining an interest in the Burglary Prevention and Investigation Unit had their original applications re-evaluated and a number of officers were chosen for consideration in filling the vacancy. The field was narrowed and two officers selected for oral interviews. The final selection was made by the Commanding Officer of the Burglary Unit. The new member of the Unit was transferred from Division II to the Burglary Unit. He is a 26 year old male who has been with the Department for a period of three years. He began to work as a Burglary Unit Officer on 6 April 76.

The Commanding Officer manipulated the work schedule of the other officers to allow the new member a transition period. During that period, he was scheduled to work with the different officers on his shift in order to benefit from their experience and training.

With that one exception, there have been no changes in the sworn personnel who make up the Burglary Prevention and Investigation Unit.

In accordance with the Grant Award Contract, four civilians were hired by the Albany Police Department in an effort to facilitate the implementation and operation of the Burglary Unit. The four positions (one Crime Analyst, one secretary and two identification clerks) were advertised through the Civil Service Commission and local agencies. The individuals were selected on the basis of their resumes and subsequent oral interviews. The exact selection process, the method of advertising the positions, the resumes of the selected individuals and other pertinent data are detailed in Interim Report #1 (submitted 14 April 75).

The Grant originally included the creation of a parttime research intern position. The research intern was to assist in evaluation design and preparation of the Final Evaluation Report. It was decided that present personnel (namely the Planning and Research Unit of the Administrative Services Bureau and the Office of Crime Control) were able to assist the Crime Analyst in these functions. Therefore, the research intern position was never filled and the money allocated to that position was reallocated. This reallocation was submitted on 14 May 75 and given final approval on 8 July 75.

There were no problems encountered with the staffing of the four civilian positions and there have been no changes made since the positions were filled.

BURGLARY PREVENTION AND INVESTIGATUION UNIT TRAINING

The Burglary Unit Grant Award Contract specified that the Unit Officers undergo a comprehensive four-week training program. This program was to be designed to prepare the officers for their new, specialist roles. The Grant recommended that such subjects as police/community relations, crime scene search, evidence identification, evidence preservation, surveillance, preparation for court and public speaking be among the subjects taught during this training program.

The Personnel and Training Unit of the Albany Police Department was assigned the task of developing a 160 hour training program for this twelve man unit. It was decided by the command staff of the Department that the training program would be conducted in two parts. An eighty hour basic course in Burglary Prevention and Investigation was presented from December 2nd through December 13, 1974. The second half Advanced Burglary Prevention and Investigation Course was presented approximately one year later, every Thursday from October 2 to December 11, 1975. Both of these programs were certified separately by the Bureau for Municipal Police and both curriculums were adopted as models by that agency.

The courses were attended by the Burglary Unit Officers and other Departmental Personnel that were interested and able to attend on their own time. Unit Officers and those other officers who completed the courses received certificates for each course.

The only major problem encountered while administering these two courses concerned the scheduling of the Advanced Course. It was necessary for all Unit Personnel to attend the course. Since the Unit operates 16 hours a day, seven days a week, it was impossible to schedule this course without creating a conflict with Unit working hours. Whatever hours the Unit Officers spent at class, they would not be able to provide coverage in the target area. For that reason, it was decided that it would be best to hold full day sessions once a week, thereby minimizing their absence from the field. The Crime Analyst determined that Thursday would be the best day to take the Unit off the street because Thursday had the lowest incident rate. If a Unit Officer was not scheduled to work on a Thursday when classes were held, he was paid for the hours spent in class on an overtime basis.

DETERMINING TRAINING NEEDS

The methods used in determining the training needs of the Burglary Prevention and Investigation Unit varied greatly in each of the above mentioned programs. Prior to the establishment of the first curriculum, members of the Personnel and Training Unit conducted extensive research into the proposed objectives of the Unit and into various publications on the subjects of Criminal Investigation, Burglary Investigation and Crime Prevention. Communication was also made with the Suffolk County New York Police Department and copies of their Evidence Technician's Training Program were used. Discussions were also conducted with command officers of the Department's Detective Division and Identification Bureau in order to get input from those with the most experience in the investigative field.

The second half of the training program curriculum was determined in a different manner. Since the officers assigned to the Burglary Unit now had ten months street experience, the Personnel and Training Unit felt that feedback from them should be the basis for the Advanced Burglary Prevention and Investigation School. Open ended questionnaires were sent to the personnel of the unit in order to get the maximum feedback. The unit commander also completed such a questionnaire. The Personnel and Training Unit disseminated the information received on the questionnaires and the curriculum was developed based on this feedback. Course objectives were established and instructors were familiarized with the objectives for their particular course of instruction.

TRAINING MANUALS

Various manuals and pamphlets related to criminal investigation and specifically burglary investigation were distributed during each of the two training programs. Material covering the topics of Search and Seizure, Fingerprinting, evidence collection and crime scene protection was given to each of the personnel of its Burglary Prevention and Investigation Unit. In addition, each member of the Unit received a copy of the following publications:

- 1) Crime Scene Search and Physical Evidence Handbook - U.S. Department of Justice Law Enforcement Assistance Administration.
- 2) The Science of Fingerprints - Federal Bureau of Investigation.
- 3) Statements, Interrogations and Confessions - New York State Police.

A copy of each of these manuals is on file in the Office of the Personnel and Training Unit at Department Headquarters.

METHODS OF INSTRUCTION

The methods of instruction ranged from the lecture to role playing by the participating officers. Since the class was limited in size, class participation was emphasized and encouraged. Written and Oral Communication consisted of an eight hour workshop with officers actively participating in report writing exercises. During both training programs, mock crime scene investigations were utilized. In the first mock investigation, conducted in the police department's classroom during the first training program, officers processed for latent fingerprints and collected physical evidence. The second half training program's mock Burglary Investigation was conducted in a vacant apartment of the Albany Housing Authority. During this session officers completely photographed and processed the scene under the critical eye of the instructor. Also included in the second half session was a mock lineup and courtroom trial with officers playing the various roles.

The instructors selected for these training courses included Departmental Personnel, local, state and federal law enforcement specialists, attorneys, professors from local universities and local businessmen exhibiting a knowledge or expertise which could contribute to the overall efficiency of the Burglary Prevention and Investigation Unit operations. A complete list of the instructors, the courses they taught, and their credentials are included in the following pages. This information is simply listed for the Basic Course because behavioral objectives were not

specifically formulated for that curriculum. The behavioral objectives are listed for the Advance Course along with the name and credentials of the corresponding instructor(s).

This section also includes class schedules for each course. Both the Basic and Advanced Burglary Prevention and Investigation Training Programs were held in the Albany Police Department classrooms located in the Public Safety Building.

The only other training provided for project personnel was a workshop titled "The Crime Analysis Process." The Crime Analyst attended this workshop during the first week of September 1975 in New York City. It was presented by the California Crime Technological Research Foundation under LEAA Grant #75 TN-99-0002. The workshop was co-sponsored by the Office of Technology Transfer (NILECJ) and the LEAA Regional Offices.

The workshop consisted of an introduction, an overview of crime analysis, an introduction to basic crime analysis techniques, use of data, practical exercises, organizational concepts, evaluation process and procedures for planning a crime analysis unit.

BPIU BASIC TRAINING COURSE - INSTRUCTOR LIST

INSTRUCTOR

SUBJECT

Mr. K. Moss (Alb. Co. Dist. Att. Office)
S/A A. Sparks & R. Houton (FBI)
S/A E. McShane & S. Fisher

Burglary Penal Law
Mechanics of Arrest
Field Notes & Sketches;
Crime Scene Search;
Evidence Collection;
Preservation and Packaging

S/A E. Nassif (FBI)
S/A C. Ungerman (FBI)

NCIC; Interagency Cooperation
Basic & Crime Scene
Photography

Mr. J. Winchell (APD-ID)

Basic & Crime Scene
Photography

Cpt. A. McAuley (APD-ID)

Basic & Latent Finger-
printing

Det. D. Mayville & J. Lauder (APD-ID)

Basic & Latent Finger-
printing

Hon. T. Keegan (Alb. Co. Police Ct.)

Laws of Evidence

Inv. W. Fenelon (NYSP-BCI)

Laws of Evidence

Det./Sgt. M. LaFontaine (APD-AHNPU)

Crime Prevention -
Operation ID

P/O R. Basile

Crime Prevention -
Operation ID

P/O D. McElroy & F. Kervan (APD-ASB)

Crime Prevention -
Neighborhood Watch Program

S/A E. Fisher (FBI)

Police/Community Relations

Cpt. K. Sorenson (APD-CRU)

Police/Community Relations

P/O A. Russo (APD-CRU)

Methods and Materials

Mr. B. Porter-Sharp (ADT)

Residential & Commercial
Security

S/A E. Hogan (FBI)

Witnesses, Location and
Interview

Sgt. W. Murray (APD)

Statements & Booking Pro-
cedures

Mr. J.A. Barsamian (Attorney at Law)

Victim and Crime

Mr. W. Maupai (BMP)

Public Speaking

Inv. W. Barnes (NYSP-BCI)

Criminal Investigation

Inv. J. Phelan (NYSP-BCI)

Burglary Investigations

BPIU ADVANCED TRAINING COURSE - BEHAVIORAL OBJECTIVES

Interrogation Techniques

The officer will gain a working knowledge of the techniques of interrogation, which will include: emotional appeal, sympathetic approach, the pitting of one subject against another, good guy bad guy approach, the bluff, the kindness approach and other special techniques to conduct an effective interrogation. (Dr. Morrison, Empire State College, Instructor).

Criminal Psychology

During this instructional block, the officer will discuss the reasoning behind the criminal act, theories on what makes the criminal and why he does persist in society today. Also, the methods society uses in dealing with the problem of the criminal will be discussed. (Dr. R. Morrison, Empire State College, Instructor).

Surveillance Techniques

The officer will develop a working knowledge of the proper procedures and techniques of the surveillance. He shall also have an understanding of such methods as "dogging" suspects and receiver surveillance (Sr. Inv. R.J. Gannon, NYSP-BCI, Instructor).

Cultivating and Maintaining Informants

Upon completion, the officer will understand what methods and procedures are needed to develop reliable confidential informants. Also, the officer will comprehend what is necessary to keep informants on "the string", understand problems encountered when they are used, who to use as informants and friendly witnesses. (Sr. Inv. R.J. Gannon, NYSP-BCI, Instructor).

Locks and Means of Entry

The officer will obtain a basic working knowledge of the operation of locks and locking devices which are currently on the market. Also, he will have the ability to recognize forced entry of buildings where the locks have been circumvented. The officer will effectively discuss methods of entry into premises and recommendations as well as basic theory and safes. (Samuel Isaacs, Local Locksmith, Instructor).

Equipment - Care and Usage

Upon completion of this instructional block, the officer will have developed an understanding of the use and care of evidence kits, cameras, and other investigative tools that are commonly used in the Burglary Prevention and Investigation Unit. (J. Winchell, D. Mayville, APD-ID, Instructors).

Fences, Pawnshops and Marketing and Distribution Channels for Stolen Property

The officer will be able to discuss the procedures and techniques used by receivers of stolen property and methods used for disposal of same. The

officer will also have a working knowledge of the methods to be used in reducing the market for stolen property and the laws governing pawn shops and places where stolen property may be fenced. (P.O. E. Austin, APD-DO, Instructor).

Crime Scene Photography and Search

In this instructional block, the officer will have developed the ability to photograph all elements of the crime scene and obtaining the desired results in such areas as residue and impression prints also will develop the proper methodology peculiar to crime scene photography. (Inv. M. Keane, NYS-BCI; J. Winchell, D. Mayville, APD-ID, Instructors).

Night and Surveillance Photography

The officer will be able to recognize problems with this type of photography and the best methods of obtaining desired results in night and surveillance photography. Officers will be able to utilize night vision, surveillance devices and appropriate related equipment. (T/Sgt. W. Hornberger, NYSP and Winchell/Mayville, APD-ID, Instructors).

Intradepartmental Cooperation

A group discussion with departmental concerned personnel and members of the unit will be conducted to develop a cooperative spirit among all departmental officers to further the effectiveness of the unit and the department as a whole. (Capt. J. LaFontaine, APD-ASB and M. Chmura, APD-Crime Analyst, Instructors).

Latent Fingerprints

Through a refresher course, all concerned officers will reiterate the elements of collection, definition, developing, elimination, identification, importance, limitations and the marketing of fingerprints for identification purposes. (Inv. N. Contois, NYSP-BCI, Instructor).

Search and Seizure, Showups, Line-ups

Stop/Frisk Procedures and the Miranda Warning

The officer will have a working knowledge of the laws and procedures to be followed in the use of these laws and what constitutes legality and abuse. (R.P. Walsh, Attorney at Law, Instructor).

New York State Penal Law Re: Stolen Property, Burglary and Larceny

Officers will discuss with the instructor the above listed sections of the Penal Law and those relevant sections to be used in the investigative process by this unit. (R.P. Walsh, Attorney at Law, Instructor).

Courtroom Testimony and Presentation of Evidence

Upon completion of this block of instruction, the officer will be familiar with the process of presenting evidence in court where necessary to obtain a conviction. The officer will prepare for the mock burglary trial and learn various methods to obtain search warrants and proceed at the suppression hearing. (T. Shanely, J. Dorfman, R. Walsh, Attorney's at Law, Instructors).

Mock Trial

The officers will participate in a burglary trial fact situation. Appropriate critique will be offered in the spirit of constructive criticism. (T. Shanely, J. Dorfman, R. Walsh, Attorney's at Law, Instructors).

Statements

Officers will demonstrate their ability to take effective statements for later presentation in a court of law. (Sgt. W. Murray, APD and Inv. W. Barnes, NYSP-BCI, Instructors).

Written and Oral Communications

Officers will be able to analyze and demonstrate methods of better communication and dealing with people on the basis of one to one and breaking down communicative barriers upon completion of this block. (J. Boomsliter, Fulton-Montgomery C.C., Instructor).

Report Writing and Composition

The officer will demonstrate his skill in writing and composing police department investigative reports that are pertinent to the unit. (J. Boomsliter, Fulton-Montgomery C.C., Instructor).

Criminalistics

Upon completion, officers will have a basic knowledge of the theory and practices of the forensic science known as criminalistics, and be able to begin pursuit into the criminal investigative field by scientific procedure. (R. McKinley, Hudson Valley, C.C., Instructor).

Packaging of Evidence

The officer will be aware of the procedures of proper packaging of evidence for preservation and later presentation in a court of law. (Inv. N. Contois, NYSP-BCI, Instructor).

Mock Burglary Investigation

Officers concerned will demonstrate ability to investigate, secure and photograph a mock burglary investigation situation. (Inv. N. Contois, NYSP-BCI, Instructor).

Critique, Final Examination and Evaluation

Upon completion of all course requirements, officers will demonstrate by mastery testing their ability and competence in the Burglary Investigative Field. Appropriate critique will be administered and evaluation will be offered by staff personnel. (F.W. Kervan, D.P. McElroy, APD-ASB Moderators).

Graduation

Certificates of completion will be awarded to all officers who have demonstrated their proficiency in all areas of concentration.

BPIU BASIC TRAINING

	<u>MONDAY</u> 12 2/74	<u>TUESDAY</u> 12/3/74	<u>WEDNESDAY</u> 12/4/74	<u>THURSDAY</u> 12/5/74	<u>FRIDAY</u> 12/6/74
9:00 AM to 0:00 AM	Initial Preparation Staff Opening Session Chief McArdle	Crime Scene Search S/A Fischer S/A McShane	Information Service & Informants Inv. Gasbara	Basic Photography J. Winchell S/A Ungerman	Basic Fingerprinting Capt. McAuley Det. Mayville Det. Lauder
0:00 AM to 1:00 AM	Introduction to the Program Sgt. Szary		↓		
1:00 AM to 2:00 Noon	Burglary Definition A.D.A. K. Moss	↓	Criminal Investigator Inv. Barnes	↓	↓
2:00 Noon to 1:00 PM	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00 PM to 2:00 PM	Mechanics of Arrest S/A Houton S/A Sparks	Evidence Preservation S/A Fischer S/A McShane		Crime Scene Photography J. Winchell S/A Ungerman	Latent Fingerprints Det. Mayville Det. Lauder Capt. McAuley
2:00 PM to 3:00 PM	↓		↓		↓
3:00 PM to 4:00 PM	Field Notes S/A Fischer S A McShane	↓	Laws of Evidence Hon. T. Kee an		
4:00 PM to 5:00 PM	↓	NCIC S/A Nassif	Inv. Fenelon	↓	↓

BPIU BASIC TRAINING

	<u>MONDAY</u> 12/9/74	<u>TUESDAY</u> 12/10/74	<u>WEDNESDAY</u> 12/11/74	<u>THURSDAY</u> 12/12/74	<u>FRIDAY</u> 12 13/74
9:00 AM to 10:00 AM	Crime Prevention D/Sgt. LaFontaine P.O. Basile	Bus Tour of Area Sgt. Szary	Residential & Commercial Security Bruce Porter-Sharp ADI	Witness, Location & Interview S/A Hoan	Community Groups
10:00 AM to 1:00 AM	↓ P.O. Kervan P.O. McElroy	Walking Tour			
1:00 AM to 2:00 Noon	Narcotics Familiarization D/Sgt. Dolan S/A Frumm	↓	↓	↓	Questionnaire & Evaluation P.O. Kervan P.O. McElroy
2:00 Noon to 1:00 PM	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00 PM to 2:00 PM	↓	Psychological Approach to the victim and crime Dr. Barsamian	Burglary I.v. Phelan	Methods & Materials Capt. Sorenson	Final Exam P.O. Kervan P.O. McElroy
2:00 PM to 3:00 PM	Police Community Relations A Fischer			General Session A.P.D.	S.O.P. Sgt. Szary
3:00 PM to 4:00 PM			↓	Public Speaking W. Maupai	Closing Ceremonies Chief McArdle
4:00 PM to 5:00 PM	↓	↓	Booking Procedures D/Sgt. Murray	↓	S.O.P. Sgt. Szary

BPIU ADVANCED TRAINING COURSE

	<u>THURSDAY</u> 10 2	<u>THURSDAY</u> 10/9/75	<u>THURSDAY</u> 10/16/75	<u>THURSDAY</u> 10/23/75	<u>THURSDAY</u> 10/30/75
9:00 AM to 0:00 AM	Fences, Pawnshops and Stolen Property & Marketing Areas - N.Y.S.P. Inv. Greele D.J.	Crime Scene Search and Photography - A.P.D./N.Y.S.P. J. Winchell, Mayville Inv. M.J. Keane	Latent Fingerprint N.Y.S.P. Inv. N.R. Contois	N.Y.S. Penal Law re: Burglary, Larceny & Stolen Property R. Walsh Attorne	Presentation of Evidence and Obtaining Sear Warrants R. Walsh Attorn-
0:00 AM to 1:00 AM					
1:00 AM to 2:00 Noon	↓	↓	↓	↓	↓
2:00 Noon to 1:00 PM	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00 PM to 2:00 PM	Local Fences and Marketing Areas E. Austin, APD	Night Photography Surveillance Photography-APD/NYSP Winchell/Mayville T/S t.W.J. Hornbe er	Packaging of Evidence N.Y.S.P. Inv. N.R. Contois	N.Y.S.C.P.I. re: Search/Seizure, Stop/ risk, Shown-ups, ine-ups & Miranda R. Walsh .ttorne	Mock Courtroom Trial R. Walsh Attorn-
2:00 PM to 3:00 PM	Equipment, Care and Usage APD Mayville/Winchell		Mock Burglary Investigation N.Y.S.P. Inv. N.R. Contois		
3:00 PM to 4:00 PM					
4:00 PM to 5:00 PM	↓	↓	↓	↓	↓

BPIU ADVANCED TRAINING COURSE

	<u>THURSDAY</u> <u>11/06/75</u>	<u>THURSDAY</u> <u>11/13/75</u>	<u>THURSDAY</u> <u>11/20/75</u>	<u>THURSDAY</u> <u>12/4/75</u>	<u>THURSDAY</u> <u>12/11/75</u>
9:00 AM to 0:00 AM	Informants and Friendly Witnesses N.Y.S.P. Sr. Inv. R.J. Gannon	Locks and Means of Entry S. Isaacs	Written and Oral Communication J. Boomsliter	Interrogation Techniques Dr. Morrison	Statements Sgt. W. Murray N.Y.S.P. Inv. W.W. Barnes
0:00 AM to 1:00 AM		↓			
1:00 AM to 2:00 AM	↓	Intradepartmental Co-operation Panel Discussion Staff	↓	↓	↓
2:00 Noon to 1:00 PM	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00 PM to 2:00 PM	Surveillance Techniques N.Y.S.P. Sr. Inv. R.J. Gannon	Intradepartmental (CONT.) R. McKinley	Report Writing and Composition J. Boomsliter	Criminal Psychology Dr. Morrison	Locks and Means of entry S. Isaacs
2:00 PM to 3:00 PM		Criminalistics R. McKinley			↓
3:00 PM to 4:00 PM					Final Exam, Critique Evaluation
4:00 PM to 5:00 PM	↓	↓	↓	↓	Graduation

BURGLARY PREVENTION ACTIVITIES

The Burglary Prevention and Investigation Unit Grant Award Contract called for the implementation of a comprehensive crime prevention program. The plan had four components:

- 1) Performing Operation Identification.
- 2) Conducting security checks.
- 3) Dissemination of burglary prevention literature.
- 4) Presenting crime prevention advisement programs.

The comprehensive burglary prevention program was not limited to these four activities, but they were the ones specifically provided for in the Grant. This section will provide a synopsis of each component and present the operational results achieved during the grant period.

Operation Identification

Operation Identification is basically a valuable possessions marking program. Any residents or business/commercial establishments could have their valuables marked with the social security number of the item's owner. This number, a description of the item(s) marked, and the owner's name and address are then filed in the Burglary Prevention and Investigation Unit's files and cross-indexed. In this manner, a permanent record is kept for reference in case the item(s) are stolen. It also would allow stolen property which is recovered to be traced back to the owner with minimum difficulty.

The identification number is etched into each item with an electric etching pencil. If the item is large enough it is marked in at least two places. If movable parts are involved (a typewriter, for example) the item is marked on the major parts. The idea is to mark the items in a place that could be readily available for identification purposes yet in no way depreciates the value or esthetic qualities of the item.

The purpose of Operation Identification is two-fold. Knowledge that the items stolen are easily identified (due to the cross-reference system implemented by the Unit) makes them more difficult to fence. Therefore, in the long run, they become less profitable to steal and hence are stolen less often. In this manner, Operation Identification acts as a deterrent.

The second purpose of this valuable possessions marking program has already been alluded to. A central identification system allows stolen items to be cross-referenced to their owner upon recovery. This improves the recovery rate which has traditionally been so low for items stolen in burglaries. Notification of items recovered with Social Security Numbers etched on them triggers a search of the Unit's cross-reference file. If the number on the item matches a number in the file, the owner is notified and claims his or her property.

Implementation of the concept of Operation Identification has brought about only one problem. Some residents of Center Square have personal items that would be visibly defaced if marked in any way (mainly jewelry, coin collections, etc.). To overcome this problem, the Unit Officers adopted a policy of offering to photograph such items. The photographs are then marked and catalogued in the Unit files.

Burglary Unit Officers began conducting Operation Identification on January 6, 1975. It was conducted through a door-to-door canvass of Center Square residences and business/commercial establishments by Unit Officers. It was done in uniform and at least one officer was assigned to this activity on each shift. Out of consideration for the persons to be contacted, Operation Identification was conducted basically between the hours of 10:00 AM and 9:30 PM.

The officers would knock on the door to the residence, office or commercial establishment to be contacted. When the tenant responded, the officer would introduce himself, explain the nature and function of the Burglary Unit and the purpose of Operation Identification. Then, depending upon the desires of the tenants, the officer would conduct Operation Identification, perform a security check, distribute burglary prevention literature or leave the premises because the person declined participation. The officer could also make an appointment to return and conduct Operation Identification at a more convenient time.

Upon completion of Operation Identification, the officers would place "Operation ID" stickers on windows and at all entry points to the premises.

(It should be noted that the performance of security checks as well as the dissemination of burglary prevention literature were done at the same time that the officers were conducting Operation Identification. These three activities were combined because the performance of each function lent itself to the neighborhood canvass technique designed for Operation Identification. Whenever an officer was promoting Operation ID, he was simultaneously promoting the literature and security checks. For that reason, the completion statistics for all three are combined in this section).

Burglary Unit Officers devoted approximately 15% of their working hours to canvass Center Square, trying to proliferate acceptance of this crime prevention program. In the fifteen months which were spent conducting this canvass, the officers were able to conduct Operation Identification in 1399 different residences and business establishments. (In 9% of these residences, Operation ID was conducted on more than one occasion. This was caused by tenants wanting additional items marked, new tenants moving in or more than one resident having items marked in an apartment).

In every premise where Operation Identification was conducted, the officers also conducted security checks and distributed burglary prevention literature. In 507 instances, the officers did not perform Operation ID but did conduct security checks and/or distribute literature. This reflects the fact that many persons had more than one security check conducted and that some accepted security checks but declined the officer's offer to perform Operation Identification.

In conducting Operation Identification, a total of 1,979 residents had items marked. This means that the Unit's files contain cross-reference identification numbers for 1,979 persons. Due to the make-up of the Center Square community, many apartments contained unrelated individuals, thus accounting for the fact that there are more residents involved than residences. These 1,979 residents had a total of 7,203 items marked and catalogued. The items marked most often included stereo equipment, radios, televisions, calculators, typewriters, etc. The most bizarre item marked was an elderly woman's eighteen year old pet turtle.

The Burglary Unit Officers encountered some minor problems while trying to conduct Operation Identification. Due to the highly mobile nature of the population, an officer averaged ten "no responses" for every resident he found at home. This indicates that the Unit Officers had to completely canvass Center Square at least four times during those fifteen months in order to find those 1,979 residents at home. The evening shift officers found a higher percentage of residents at home, but due to the hours involved, could not devote as many hours to this activity. This inability to find residents at home not only was frustrating for the officers involved, but also made completion of this phase of the comprehensive burglary prevention program very difficult and time consuming. The officers had to keep returning to addresses which previously yielded no response until a tenant was located.

Another small problem encountered was a negative reaction on the part of some residents to the officer's promotion of Operation Identification. At the end of the fifteen month period, 3.5% of the persons contacted were refusing to participate in any way with Operation ID, security checks or even the distribution of burglary prevention literature. While this does not seem very high, Unit Officers estimate that rejections ran about 8 or 9% during the first few months of the canvass (this information was not recorded until after the hiring of the crime analyst). The officers report experiencing cynicism toward the program which they felt was based on ignorance of the program objectives. As the Unit became more publicized and established, this reaction was not encountered as often. The Unit Officers also noted that a number of persons who had originally refused participation had called, asking the officers to come back and perform Operation Identification. This turnaround was attributed to the Unit becoming more accepted as its community orientation and success became more evident.

In general, the public acceptance of this Operation Identification canvass was high. Of the people contacted, 76.8% had their valuable possessions marked and catalogued by Burglary Unit Officers. Another 19.7% declined to have their possessions marked (for reasons ranging from not thinking that their property was worth the effort, to not wanting their property marked), but allowed the Unit Officers to explain the Unit, conduct security checks or distribute burglary prevention literature. The other persons contacted declined any participation in the Unit's burglary prevention program.

The Burglary Unit Officers also worked to develop a rapport with both the tenants and landlords of the apartment buildings located in Center Square. This resulted in new tenants being informed of Operation Identification upon moving into their new apartment. Many of these new residents then called the Unit Office requesting an appointment to have the officers conduct Operation ID for them.

Security Checks

The Burglary Prevention and Investigation Unit performed security checks in accordance with the comprehensive crime control program outlined in the Grant Award Contract. The security checks performed by the Unit Officers provide a procedure for evaluating the physical security of each building or apartment. Physical security was assessed in terms of the ability of entrance points such as doors and windows to withstand attempts made by burglars to gain access to the premises.

During the course of the security check, the officers explained the need for dead bolt locks, windows fixed to open only part way, time controls on lights and other security features which are presented as target-hardening measures. They then evaluate existing security measures and make suggestions for improvements when requested by the tenant.

The deficiency noted most often by the Unit Officers was inadequate locks. Doors to apartments or houses seldom had dead bolt locks, thereby making the locks easily bypassed by even amateur burglars. The lack of outside lighting, control over access to interior hallways of apartment buildings, and windows which provide easy access from the outside were also noted frequently. In each case, if the tenants were interested, the officers explained ways to alter the situation and make their dwelling or business establishment more difficult to burglarize.

While conducting these security checks, the officers also discussed automobile and street crime security measures that could be taken by the individuals to decrease their vulnerability as potential victims. In this way, the Unit Officers hoped to provide the community with target-hardening techniques which they (as individuals) could implement to improve their personal security.

To aid the Unit Officers in organizing and carrying out these security checks "checklists" were designed and provided by the Department. They let the officer record the name and address of the persons involved and what areas were evaluated and discussed. It also had room for the officer to record any suggestions that were made. A checklist was completed and filed for each security check performed.

A total of 1,906 security checks were made by Unit Officers during the project period. They were conducted during the neighborhood canvass for Operation Identification or at the request of the tenant.

Burglary Prevention Literature

The Burglary Prevention and Investigation Unit has distributed thousands of packets of crime prevention literature during the project period. It has been distributed in conjunction with the Operation Identification neighborhood canvass, the conducting of security checks, community crime prevention advisement meetings and informal encounters with the citizens of Center Square.

The packet supplied to the citizens presently contains fourteen separate items informing the person about target-hardening techniques and devices. Supplies for some of the original pamphlets or brochures used by the Unit have been exhausted. They have been replaced and additional items have been added as their existence has been noted by Unit Personnel. Many have been added as a direct result of contacts initiated by the Commanding Officer of the Unit.

The pamphlets and brochures have been supplied by various concerns which have an interest in promoting private security. The concerns presently supplying the crime prevention packet components are: The Albany Police Department, the Institute for Applied Technology of the U.S. Department of Commerce, the Public Service Department of the Emhart Corporation (no information or pamphlets are used which can in any way be construed as advertising - reference can be made only to

target-hardening devices and not to particular commercial products involved), and the National Sheriff's Association. A complete packet is included in the Appendix to this report).

Crime Prevention Advisement Programs

The Burglary Prevention and Investigation Unit actively sought to arrange meetings with established Center Square Community Groups and informal tenant or businessmen groups for the purpose of providing crime prevention advisement programs. They averaged two of these programs a month during the project period.

The burglary prevention advisement program typically runs between two and two and a half hours. The presentation consists of four parts: An oral presentation made by Unit Officers; the showing of at least one burglary prevention film; the distribution and explanation of the burglary prevention literature packet; and a question and answer period.

The Burglary Unit Officers have used a total of five different films in these presentations. These five represent the entire repertoire of burglary prevention films presently available in the Albany area. The titles of these films are:

1. Lady Beware
2. The Intruder
3. Walk Without Fear
4. The Door Was Locked
5. Crime in the Home

The films were borrowed by the Unit from local public film libraries and presented on projection equipment borrowed from the Department's Personnel and Training Unit (Administrative Services Bureau).

The community advisement programs were designed to instruct the Center Square Community Organization Members in target-hardening techniques as well as inform them of the existence and purpose of the Burglary Unit. Response was so positive to these programs that the Unit had requests to make their presentation to groups outside of Center Square. These requests were honored in each instance. In each case, two Unit Officers made the presentations. Recognition of the importance of these programs was so high among Unit Personnel that there were always enough volunteers so that formal assignments never had to be made. Each Unit Officer (including the Commanding Officer) has been involved in more than one presentation. At the end of each presentation, the audience (which averaged 25 and 30 persons per presentation) was asked to fill out a questionnaire evaluating the presentation. The information gathered by this questionnaire was then used to improve future presentations.

The groups involved in these presentations ranged from Junior High School Parents and Teachers Associations to a neighboring Police Department. The list includes such organizations as:

Albany City Hostel, Inc.*
Lancaster House *
Tenants of 85 Chestnut Street
TV Channel 9 "Lets Talk" Program
Gay Community Center *

Hackett Junior High School PTA
Hoffman Park Teen Center *
Refer Switchboard
Public School 19 PTA
Coxsackie Police Department
Presbyterian Church *
Center Square Businessmen's Association
Albany Public Library
Trinity Institute
Trinity Methodist Church
St. Paul's Evangelist Church *
Center Square Association *
Roman Catholic Diocese of Albany
VFW Post #1019
Senior Citizens Center
Israeli AME Church
Organization of State Street Residents
Albany Business College

In each instance, adult members of the community gathered at these locations to listen to the Burglary Unit's burglary prevention advisement program.

The four activities just capsulized represent the Burglary Prevention Activities which were outlined in the Grant Award Contract. There are three other such activities which have been designed and implemented by the Burglary Prevention and Investigation Unit Personnel during the project period. These activities can be grouped into the classification category of Community Involvement Activities. They were designed to provide intimate and continual contact between the Unit and the community. By expending the initial efforts to stimulate community concern and cooperation, it was projected that the community responsiveness to crime (which was noted as being crucial to controlling the burglary problem in Center Square) could be generated. These activities are explained below.

Special Detail

On March 7, 1975 the Unit Commander established a "Special Detail". This detail, which covers both shifts, consists of one or two officers covering the Center Square area on foot. They are dressed in street clothes and their purpose is to blend in with the community.

The Special Detail enables the Burglary Unit Officers to maintain a low profile within the community. They are able to establish contacts among the population (which can be utilized in both preventing and investigating burglaries) which might not be available to the uniformed officer.

This activity has also been used as a mechanism to provide special attention to addresses which have requested periodic checking and areas that exhibit a high vulnerability to burglary - either because of reported

* Denotes organizations which hosted Burglary Unit presentations on more than one occasion.

incidents or the highly transient nature of the population involved. It is flexible enough to be able to respond to trouble areas as they surface.

At the present time, it has not been possible to evaluate the impact that this Special Detail has on crime in Center Square. It was designed to have a target-hardening or deterrent effect and it is felt that it has played an integral part in reducing the Center Square burglary rate during the project period.

Informal Contact

In the course of the Burglary Unit's daily routine each officer has expended effort to meet members of the Center Square Community. Such informal contacts provide the officers with a better knowledge of the community as well as allowing the community a better understanding of the purpose and operations of the Unit. At such times, the officers explain the Unit and answer any questions that may arise.

This informal community contact has provided the catalyst for many of the more formal operations of the Unit. It has resulted in numerous requests for security checks and Operation ID, formal presentations by Unit Officers, distribution of burglary prevention literature, etc. Such contact has also led to many informal pledges of cooperation with the Unit. These pledges covered the investigation of burglaries as well as attempts at their prevention.

Since this contact was effected as a routine part of each officer's duties, there is no record kept of each specific person involved. But the notations that have been made and the amount of time spent on these contacts indicate that the officers are speaking frequently with community members.

Informal Meetings

In their efforts to develop a working relationship with the residents and businessmen of Center Square, the Unit Officers have been meeting informally with community leaders as well as private businessmen and administrators.

During the project period this was done as an effort to reinforce the relationship between the community and the Unit. After nine months in operation, it was felt necessary to re-emphasize the Unit's existence and purpose. This was accomplished in three phases. Community leaders were contacted to discuss the Unit's operations. Unit officers met with businessmen to re-emphasize the need for and ways to, provide maximum protection against burglaries. Apartment building superintendents and residential real estate owners were contacted for the same purposes. They were also encouraged to contact the Unit when new tenants moved in so that the Unit could return to conduct Operation ID for those new tenants.

The returns realized on these proactive efforts were impressive. Many businessmen requested that Unit Officers return to conduct new security checks and mark new equipment. The Unit was notified of the arrival of over 60 new tenants. Many residents requested the officers return to mark new items or forwarded new lists of items to the Unit. These meetings with community leaders led to numerous requests for either informal meetings with other persons or formal presentations to community groups.

Conclusion

This section has outlined the seven major burglary prevention activities undertaken by the Unit during the project period. The Unit will add other activities which will enhance the target-hardening impact of the Unit as the situation demands. The ones previously explained have been institutionalized and will be continued as long as they are deemed to be responsive to the needs of the community.

BURGLARY INVESTIGATION ACTIVITIES

Burglary Unit Investigations

The Burglary Prevention and Investigation Unit investigated 146 burglaries and 5 attempted burglaries during the Grant period. The officers conducted a grand total of 475 follow-up investigations which were directly linked to cases still open at the time of the investigation. The information gathered during these follow-up investigations directly led to the clearance (by arrest) of 60 of the 65 cases cleared by Burglary Unit Personnel. The other 5 cases were cleared at the scene or during the initial investigation.

The original case investigations commenced when the Unit Officers first responded to the scene of the burglary. The Unit Officers developed a basic pattern for completing the investigations. The victim/complainant would be the first person interviewed. The officer would also immediately interview whatever witnesses were available. If a subject were apprehended at the scene, that person would also be questioned and a statement taken. If no witnesses were available or subjects apprehended, the Unit Officers would conduct a canvass of the immediate area to discern whether any evidence could be found or if any neighbors had noticed any unusual persons or noise near the burglarized premises. The crime scene would be processed and photographed in accordance with the investigatory techniques developed during the Burglary Prevention and Investigation Unit Training Program.

If the information gathered during the original case investigation did not lead to the immediate arrest of the perpetrators, Unit Personnel would be assigned to conduct successive follow-ups until the case could be cleared. Such follow-ups usually included a wider range of information sources than those tapped in the original investigation. The victim/complainant, witnesses or neighbors were usually re-interviewed to determine whether or not any more information relevant to the case could be remembered. The information gathered during the original report would then be followed-up. Persons, places and events would be thoroughly investigated in accordance with procedures learned during the training period. Local shops would be canvassed to determine whether the stolen items had been offered for sale. Public places such as bars, restaurants, etc., would be canvassed in an effort to learn any details which might be related to the case or to suspects identified during the investigation. This would also provide the opportunity for the Burglary Unit Officers to interview their own sources such as other Units of the Department or informants they had previously cultivated on the street.

The information gathered during these follow-up investigations would then be used to substantiate an arrest or to initiate further investigations directed at the eventual arrest of the perpetrator(s) of the crime. Of course, the information sources and directions taken varied from case to case, but this represents the procedure that seemed to underly all Unit efforts at conducting follow-up investigations.

* For the purpose of this Final Report, the cut-off date for data collection was 4 April 76. The Unit completed training and began receiving burglary reports on 23 December 74. Therefore, these statistics cover only those burglaries occurring in Center Square during that period of time.

The original case investigation would be recorded on the three-page Burglary Report Form designed specifically for the Burglary Unit. Any subsequent follow-up investigations were recorded on additional third pages to the original reports. Copies of each were filed in the Burglary Unit Office, the Detective Division and the Crime Analyst's files. (A copy of this report form is included in Interim Report No. 2, submitted 14 April 75).

The case investigations conducted by the Burglary Unit involved approximately 30% of the Unit's manhours. The number of manhours spent on an investigation ranged from two hours (for a case which was immediately cleared by the apprehension and arrest of the perpetrator at the scene) to over 100 hours (for cases which were either cleared after a lengthy investigation or are still open and being actively investigated).

Burglary Unit Officers expended an average of 15.6 hours investigating cases that resulted in a clearance by arrest. They averaged 63.9 manhours investigating each of the cases which remain open.

In the course of the project period, Burglary Unit Officers periodically became involved in investigations of crime other than specific Center Square burglaries. Most of these investigations involved following up reports of possible burglary activity which were made by citizens who realized the potential importance of this information. It covered such instances as rumored criminal possession of stolen property, unfamiliar faces in the neighborhood for no apparent purpose, people ringing doorbells and claiming to look for a non-existent person when the door was opened, and other such activities which could imply burglary activity. It is a measure of the Unit's effectiveness at stimulating community interest and cooperation that during the project period the Unit received well over 100 such reports of possible criminal activity. Since the Unit's response (their investigations) to these incidents was proactive, it is impossible to determine just how often it presented actual burglary activity. But it should be noted that these investigations did lead to some arrests for criminal possession of stolen property and criminal trespass - indicating that these citizen-initiated investigations did have validity.

Burglary Unit Officers, because of their intimate knowledge of the Center Square citizenry, became involved in larceny, narcotics, robbery and murder investigations which involved Center Square residents. At no time were these conducted solely by Unit Personnel, but upon request from other Departmental Units, an officer or two would be assigned to assist in these investigations.

The Burglary Unit Officers also performed the typical police law enforcement function whenever the situation demanded. The fact that they are Burglary Prevention and Investigation Officers does not exempt them from performing other law enforcement functions when the situation arises.

CONVICTION RATES

76 of the 158 burglaries reported during the project period were cleared by the arrest of one or more persons on a burglary charge. Burglary Unit Officers were the arresting officers in 65 of those cases. The other cases were cleared by other officers who responded to the initial dispatch and apprehended the perpetrator(s) on the scene.

The Burglary Unit Officers arrested a total of 47 different individuals for these 65 cases. This indicates that certain burglars were arrested for multiple burglaries. One individual was arrested for committing twelve burglaries during the project period. Two other individuals cleared 18 cases between them (one was arrested for 10 burglaries, the other for eight). One quarter of the persons arrested by the Burglary Unit were arrested for more than one burglary within Center Square.

Many of the burglaries cleared by arrest involved more than one perpetrator. Only thirteen of the persons arrested committed their burglaries as an individual. The rest operated in groups ranging in size from two to six individuals.

Thirteen of the 47 individuals arrested by the Burglary Unit were juveniles. This amounts to 27.7% of the total number arrested for committing burglaries in Center Square. These juveniles were involved in 32 (49.2%) of the cases cleared by the Burglary Unit Officers.

Since some persons were arrested for multiple charges and some cases led to the arrest of more than one person, a total of 92 burglary charges were brought against these 47 individuals for burglaries committed in Center Square. 36 (39.1%) of these charges involved juveniles, all of whom were processed by Family Court. The remainder involved adult offenders. The court disposition of these charges are recorded below. The tables show the number of arrest charges which resulted in the following dispositions:

<u>Juvenile Offenders (Total of 36 Counts)</u>	<u>#</u>	<u>%</u>
Probation:	17	47.2%
ACOD*:	4	11.1%
TOT Child Care/Training Institution†:	15	41.7%
	<u>36</u>	<u>100.0%</u>

<u>Adult Offenders (Total of 56 Counts)</u>		
Sentenced to Department of Corrections:	6	10.7%
Sentenced to Albany County Prison:	25	44.6%
Sentenced to a Period of Probation:	9	16.1%
Fined:	1	1.8%
Complaint Withdrawn:	1	1.8%
Dismissed:	8	14.3%
Still Awaiting Grand Jury Trial:	6	10.7%

These tables indicate that only 14.3% of the burglary charges levied against adult offenders by the Burglary Unit have been dismissed outright by the courts (Family Court dispositions are not included because burglary charges are incorporated into an overriding Juvenile Delinquency category and thus cannot be considered as convictions).

* Adjourned upon Contemplation of Dismissal.

† This indicates that the juvenile was returned to the facility or program which he was attending at the time of his arrest.

75.6% of those adults convicted received a jail sentence. The length of these jail sentences ranged from 1 year at the Albany County Jail to 7 seven years at a N.Y.S. Department of Corrections facility.

If the court dispositions are broken down according to the different people involved there is a higher dismissal rate. This is shown on the following tables:

<u>Juvenile Offenders (13 Total)</u>	<u>#</u>	<u>%</u>
Probation:	7	53.8%
ACOD:	3	23.1%
TOT Child Care/Training Institution:	3	23.1%

<u>Adult Offenders (37 Total)*</u>	<u>#</u>	<u>%</u>
Sentenced to Department of Corrections:	6	16.2%
Sentenced to Albany County Prison:	10	27.0%
Sentenced to a Period of Probation:	9	24.3%
Fined:	1	2.7%
Complaint Withdrawn:	1	2.7%
Dismissed:	8	21.6%
Still Awaiting Grand Jury Trial:	2	5.4%

The increase noted in the proportion dismissed implies that the persons who had their cases dismissed were arrested for fewer charges than those who were convicted. Close analysis supports this. Each of the eight persons who had their cases dismissed had been charged with a single count of burglary. All persons arrested for committing more than one burglary received either probation or sentences which remanded them to Albany County Prison. One of the persons had the charge dismissed after his first arrest. He was arrested 9 months later for committing a second burglary and was given a sentence of 1 year at Albany County Prison.

The conviction rates achieved by the arrests effected by Burglary Unit Personnel reflect the conscientious manner in which the investigations are carried out, prior to an arrest. Only five of the persons arrested by the Burglary Unit were apprehended at the scene. The rest were apprehended after an investigation conducted by Unit Personnel.

It should be noted that 10 individuals were apprehended at the scene by Albany Police Officers who were not a member of the Burglary Unit. Two of these individuals were juveniles. 9 of the 10 persons were convicted. They all received sentences of either probation or time to be spent at the Albany County Prison. The tenth person was dismissed and returned to a New York State Mental Facility.

The conviction/dismissal rates cited for the burglary arrests show that the arrests made by Unit Personnel result in a high proportion of the arrested persons being convicted. Due to inconsistent court reporting techniques, it is not possible to determine what the final charges

* 37 persons are included here instead of the 34 adult offenders mentioned earlier. One was arrested on two separate occasions. Another person was arrested as a juvenile and twice as an adult and therefore has two dispositions on this table.

are in these dispositions, but the arrests usually lead to conviction on a charge stemming from the original offense.

The arrests made by Burglary Unit Officers for offenses other than burglaries in Center Square show a larger proportion of dismissed charges. The charges ranged from Public Intoxication or vehicle and traffic summonses to arrests for burglaries committed outside of Center Square. The offenses cited most often were Drugs, Possession of Stolen Property, Disorderly Conduct, Larceny, Assault and Burglary (for those committed outside of Center Square). The breakdown of the dispositions is as follows:

<u>Adult Offenders (104 Total Charges)</u>	<u>#</u>	<u>%</u>
Sentenced to Department of Corrections:	1	1.0%
Sentenced to Albany County Prison:	19	18.3%
Sentenced to Period of Probation:	15	14.4%
Fine to be Paid:	10	9.6%
Guilty with Unconditional Discharge:	5	4.8%
ACOD:	19	18.3%
Dismissed:	30	28.8%
Cases Still Active:	5	4.8%

The one juvenile arrested had his case referred to Family Court where his case was ACOD (adjourned awaiting contemplation of dismissal).

A total of 73 different individuals accounted for these 104 arrest charges. Unlike the arrests for burglaries in Center Square, there was no appreciable difference between the proportion of people dismissed and the proportion of charges dismissed.

The arrest charges were broken down according to the four categories of offenses involved (felony, misdemeanor, violation and traffic infraction). This breakdown shows the conviction/dismissal rates for each category of offense.

<u>Disposition</u>	<u>TYPE OF CRIME</u>			
	<u>Felony</u>	<u>Misdemeanor</u>	<u>Violation</u>	<u>Traffic Infraction</u>
Dept. of Corr.	3.6%	--	--	--
Alb. Co. Prison	14.3%	21.1%	20.0%	--
Probation	28.6%	10.5%	6.7%	--
Fine Paid	7.1%	8.8%	13.3%	25.0%
GUD	--	3.5%	20.0%	--
ACOD	21.4%	17.5%	6.7%	50.0%
Dismissed	21.4%	35.1%	20.0%	25.0%
Still Active	3.6%	3.5%	13.3%	--
TOTAL CHARGES	28	57	15	4

The table shows that, overall, these charges had a higher dismissal rate than the burglary arrests mentioned previously. This is especially true of the misdemeanor charges involved. When compared to the dismissal rate for burglary arrests, this indicates that the felony arrests for which the Burglary Unit Officers have been trained have resulted in a significantly lower rate of dismissed charges.

BURGLARY UNIT OPERATIONS

Standard Operating Procedures

The standard operating procedures for the Burglary Prevention and Investigation Unit were formulated by the Unit's Commanding Officer. The Departmental SOP provided the basis for the Burglary Unit's procedures. Further guidelines were added to deal with the specialized functions of the Unit such as Operation Identification, security checks, community advisement programs, etc. As in any Departmental SOP, they provide guidelines which govern every aspect of the Unit's operations, from professional attire to intra-departmental cooperation. The complete Standard Operating Procedures for the Burglary Unit are included at the end of this section.

The standard operating procedures for the Unit have remained basically unchanged during the project period. The one exception has been the hours worked by the evening shift. The Unit originally worked two shifts (9AM - 5PM and 3 PM to 11 PM). These hours were chosen after analysis of the time of occurrence of the burglaries reported before the Unit began operation.

In October of 1975, a Crime Analysis Report showed that a change had taken place. Over the previous three months, there had been a noticeable increase in the number of burglaries occurring or being reported between the hours of 11 PM and 1 AM. This also paralleled an overall increase in the burglary rate during those months. The Crime Analysis Report suggested that the hours worked by the evening shift be changed to 5 PM to 1 AM. This would enable the Unit to be on the street and able to either prevent or immediately respond to the burglaries occurring or reported during the hours of 11 PM to 1 AM. This change was effected on 20 October 75.

Following this change in hours, a decrease in burglary activity during those two hours was noted. It has remained at that low rate to date, indicating that this change in operating procedures resulted in improved Unit effectiveness.

The only other problem noted with regard to the Unit's standard operating procedures concerns intra-departmental communication of burglaries to the Burglary Unit. Due to Departmental procedures, Center Square burglaries are first reported at Division Two of the Albany Police Department. If the burglary is reported during Burglary Unit working hours, Division Two personnel immediately notifies the Unit. If the burglary is reported during the hours when the Unit is off the street, the Detective Division is notified. Detectives then respond, conduct the initial investigation and notify the Burglary Unit at 9 AM the following morning.

The communication system did not always function properly. In July 1975, the Crime Analyst reported that certain Center Square burglaries had occurred, been reported to Division Two, and in some cases had been investigated by Detectives, which had never been communicated to the Burglary Unit. Although proper authorities were notified, this situation continued, precipitating a formal analysis and report by the Crime Analyst which detailed the problem and its impact.

upon Unit effectiveness.

As of 5 October 75, the Burglary Prevention and Investigation Unit had handled a total of 104 burglaries since its implementation. Eight of those 104 cases (8%) were not properly communicated to the Burglary Unit. In each case the report of the burglary was not forwarded to them properly, by either Division Two or the Detective's Office. Six of the cases were noticed by the Crime Analysis Unit's monitoring of complaint reports. The other two were noticed by BPU Officers monitoring teletype messages from previous days.

Four of those eight cases were cleared - two by the Burglary Unit after investigation and two by either the Detective's Office or Division Two Officers at the scene.

Starting on the 8th of July (the day the lack of proper reporting was first noted) efforts were made on at least three separate occasions to make all involved parties aware of the problem. Even with this continuing effort 5 of the 30 burglaries happening since that date (17%) were not properly reported - three of them occurring after multiple intra-departmental communiques stressing the need for better cooperation.

This lack of cooperation led to two factors affecting future evaluation of the Burglary Unit's performance. The first effect was that it precipitated a check of all burglary complaints for the period the Unit was in existence. This resulted in finding seven other burglaries which had occurred during February, March, April and May that were never reported to the Unit. One of those seven was cleared by the Detective's Office at the scene.

The second and more important effect was that the effectiveness of the Unit now hinged on three variables - two of which are beyond the control of the Burglary Unit. The two variables are the group of seven cases that were not reported until months after they were reported to Division Two (thereby precluding any chance of meaningful input by the Unit) and the eight cases that are included in the statistics but which the Unit was not able to investigate properly due to the fact that they were not reported properly. Thus, in 15% of the cases occurring in Center Square between the implementation date and 5 October, the Burglary Unit was unable to properly investigate the crime. This imposes serious limitations on evaluation of the effectiveness of the Unit. The impact of these limitations will have to enter into the final evaluation of the Unit.

This problem was recognized as the result of a lack of vigilance on the part of Detective Division and Division Two Personnel to notify the Unit of all Center Square burglaries. This was communicated to the respective Commanding Officers and intra-departmental communication has become more effective. From 5 October to date, the Burglary Unit has been properly notified of all Center Square burglaries reported to the Department. As a safeguard measure, the Crime Analyst now monitors all burglary complaint reports.

Burglary Officer Activity Distribution

On 24 July 75 the Burglary Unit Officers began reporting the approximate amount of time spent on various activities during their working hours. They entered the number of hours spent on each activity on a special "Activity Card" which was filled out at the end of each

shift. Each officer was responsible for reporting this information for each day he worked. The Commanding Officer reviewed each card and they were then turned over to the Crime Analyst for tabulation.

The Activity Card was designed by the Crime Analyst. It consists of a 3 x 5 card that could be carried by the individual officers to be filled in as time allowed. It recorded the officer's name, the date worked and the shift involved. The officer then broke down his eight hour work day according to the categories printed on the card. These categories were: Operation Identification, Special Detail, Patrol, Presentations or Meetings with Community Groups, Community Involvement, Case or Case Follow-Up Investigations and Other. The Officer would record the BPIUCase Number for each investigation worked on as well as the number of hours involved. If he became engaged in an activity not specifically listed, it could be explained in space provided at the bottom of the card. (A copy of this card and explanation of the categories involved is included in Interim Report No. 3 submitted on 14 October 75).

The Burglary Unit Officer Activity Cards were printed by personnel in the department's Administrative Services Bureau on card stock purchased as office supplies by the Burglary Unit.

These activity cards were designed to allow continual monitoring of the amount of time the Unit spent on the various functions outlined in the Grant. The purpose of the monitoring was two-fold. It would make the officers accountable for their working hours on both an individual and group basis. This would enable the Commanding Officer to effect more control over the personnel under his command.

Secondly, the monitoring of the Unit's activity would allow the Captain in Charge of Administrative Services (who is responsible for departmental supervision of the Unit) and the Crime Control Coordinator to evaluate the direction and focus of the Unit's activity. The proportion of time spent on each activity would be assessed in relation to the primary objectives and tasks outlined in the Grant. If certain functions were noted as over or under-emphasized, this information would be transmitted to the Commanding Officer and the required changes would be made.

To keep this evaluative function effective, the Burglary Unit Officer's Activity were tabulated and analyzed by the Crime Analyst on a bi-weekly basis. Reports were forwarded to the Commanding Officer, the Captain in Charge of Administrative Services and the Crime Control Coordinator. The reports analyzed the activity distributions of each officer, each shift and the Unit as a whole.

The first report was prepared at the end of September. This ten week period was left intact to allow the natural fluctuations of the Unit's activity to stabilize themselves over time. It was predicted (and later proven during the bi-weekly analysis) that each officer's assigned duties (such as performing Operation ID), would differ from week to week. If an officer was assigned to Operation ID, he would not have as much time to allocate to other functions. This would make his activity distributions fluctuate from week to week. By accumulating ten weeks of data, these fluctuations were neutralized.

The initial analysis identified certain problem areas. Operation Identification and Community Involvement were being under-emphasized.

Unit Officers were allocating too much of their time to preventive vehicular patrol. It was also impossible to gauge the exact proportion of their time which was spent on informal contacts with the community. The latter problem was easily solved. All it required was an alteration of reporting procedure.

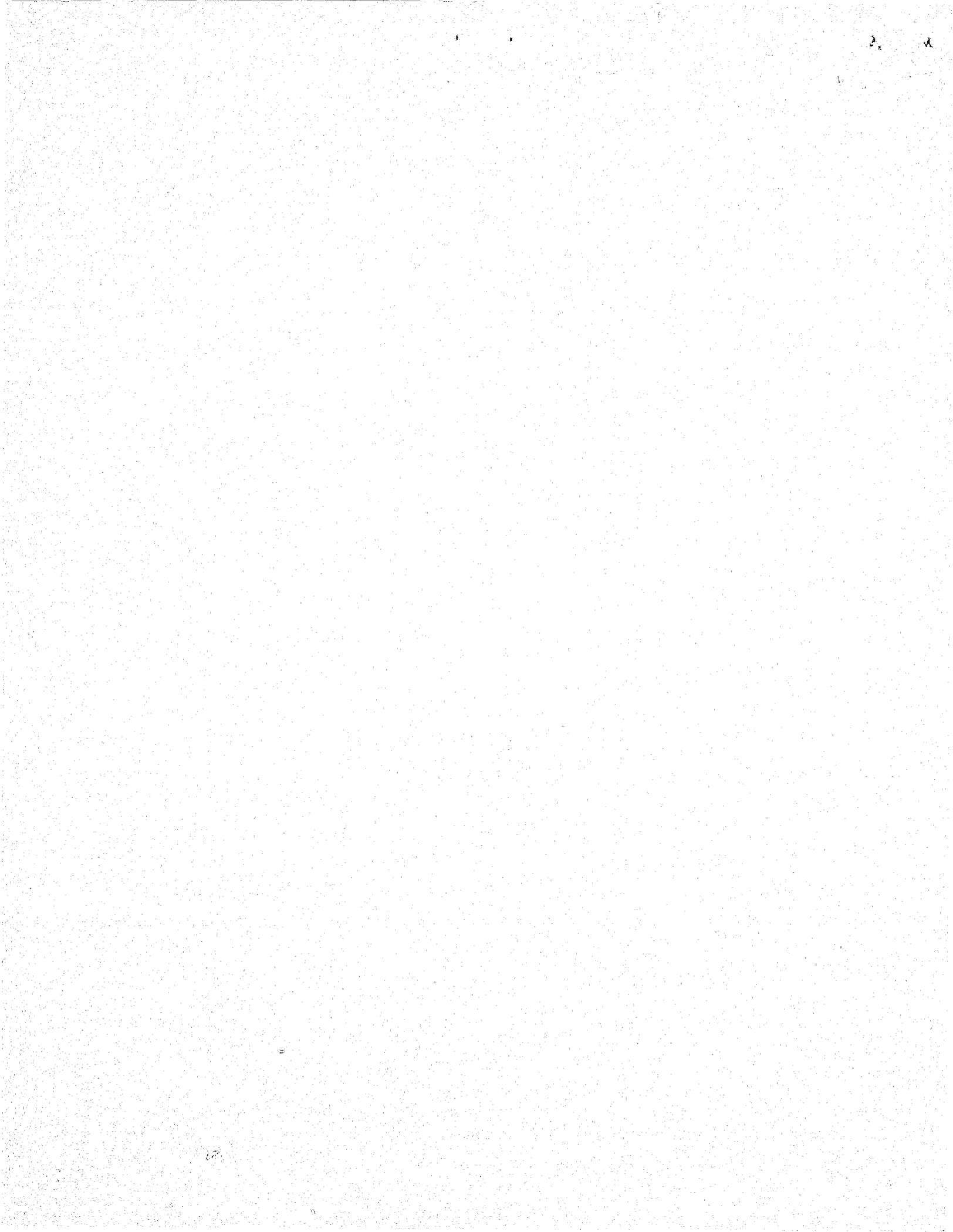
The former problem was more complex. It required consultation between the Commanding Officer, his supervisor and the Crime Control Coordinator. It was decided that more officer hours had to be allocated to Operation ID. It was also determined that part of the time spent patrolling could be better spent on Community Involvement functions.

The Commanding Officer then began to manipulate the assignment of duties and the efforts of individual officers to conform to the standards which were outlined. This brought about the desired changes in man-hour allocation. It was a gradual process. At bi-weekly intervals, each officer's activities were evaluated and any discrepancies accounted for. In this manner, the activity distributions for each officer were normalized within the expected range of variance.

This process of monitoring and evaluating the officer activity distribution has been institutionalized. Since the proportion of time allocated to each activity has stabilized within acceptable limits, the primary function of these analyses will be to make sure such a distribution is maintained. The continuation of this monitoring process will also provide a mechanism for controlling the allocation of manhours in case of any alteration of priorities or responsibilities within the Unit. Close monitoring of such changes will make any transition period more systematic and less disruptive to the operation of the Unit.

Copies of the analyses generated from this date have been included in Interim Reports Nos. 3 and 4.

ALBANY POLICE DEPARTMENT
BURGLARY PREVENTION AND INVESTIGATION UNIT
STANDARD OPERATING PROCEDURES



INTRODUCTION

The following is the Standard Operational Procedure for the Albany Police Department, Burglary Prevention and Investigation Unit. All the officers assigned to the Burglary Prevention Unit will be guided by the department standard operating procedure, in addition to adhering to the information contained herein.

Every member assigned to the BPU is expected to do his assigned task. Every member is a volunteer. The unit is to be operated on a team basis. If all work together, competition and dissension will be kept at a minimum. If the team effort is not carried out or appears to be threatened intentionally, due to individuals creating or causing problems, the Unit Commander shall take whatever action necessary to correct the situation.

Each officer volunteered for the unit, every effort will be made to make working conditions more suitable for your benefit. For any member who is not working up to expectations, the unit shall meet in body with the individual and discuss or decide what course of action will be taken. This is to maintain harmony and standards the unit intends to adhere to.

All officers are to report for duty in the proper civilian attire discussed when the unit was formed. Officers shall be well rested and maintain a professional appearance at all times. Disciplinary action will be instituted against any officer who reports for duty unfit or under the influence of alcohol.

Uniforms

The standard blue uniforms of the department is to be maintained in order for possible use from time to time. Each officer is to follow general SOP guidelines for the proper use, cleaning, and upkeep of same. This uniform is the property of the Albany Police Department, therefore, maintenance and care of same will be utilized as if it were your own. If and when the Unit Commander calls for you to produce your uniform that you are issued, same will be produced and should meet the requirements of the department.

Sickness

In addition to the general SOP on sickness each officer is required to adhere to the following: An officer reporting sick will be visited at his home or called on the phone. Officers are required to call in personally if possible. You are expected to be home if visited or called back. Officers residing out of the City will be called and the standard excuse of the phone out of order will not be accepted. Sickness will affect the operational procedure of the unit due to the limited number of personnel on duty from day to day. Therefore, the Commander must carefully keep sickness at a minimum and all officers must realize the importance of such a situation.

Tour of Duty

Work and day off schedules; the two tours of duty for the Burglary Unit are as follows: 9:00 AM to 5:00 PM and 3:00 PM to 11:00 PM., keep

in mind that these hours are subject to change if the crime hours change. Overlapping between 3:00 PM and 5:00 PM was purposely worked in due to many burglaries reported during this period. Officers are then able to be aware of the work load to be carried out and get together and receive and pass on information. Work schedules are posted well in advance and each officer is to make himself aware of same. Each officer should report for duty at least 10 to 15 minutes before reporting time to make himself familiar with happenings while he was off duty. The day off schedule is posted and made up at least two months in advance. An officer moves one day each week to keep the day off wheel in motion at all times. All tours of duty, days off, etc., are subject to change.

Equipment Patrol Vehicle Unit 65

To be operated and maintained according to department SOP. The vehicle is to be inspected previous to and at the end of every tour of duty. A vehicle check list is provided and any damage or missing property is to be reported to the Unit Commander immediately. Unit is to be kept clean, free of any debris and in running condition at all times. A lock has been provided on the storage area in the rear of the vehicle and shall be kept locked at all times due to the expensive equipment stored in same. All equipment in vehicle is inventoried in the unit personnel blotter. The vehicle shall be housed in the headquarters garage when not in use and shall not be used by any other unit without the consent of the Unit Commander. Unit 65 is a Station Wagon and an unmarked vehicle. It is not equipped with a redlight. This unit shall not be operated as a pursuit vehicle or in any manner which would indicate it is a police vehicle. The vehicle is unmarked so it can be used for surveillance purposes. Officers are expected to operate same as they would their own vehicles. The department in conjunction with the investigation process used by members of the unit has purchased expensive cameras and identification kits. It is a duty of each officer to safeguard and use the equipment in the proper manner. A listing of all equipment issued to the BPU will be on file in the unit personnel blotter. Each officer when in direct contact with any equipment will be personally held responsible for same.

Responsibilities

Unit Officers shall be aware that they are police officers and shall conduct themselves as such. Personal contact with residents of the target area is mandatory. Crime prevention is as important as the investigation and detection process. If a crime can be prevented, that much more time is allotted to the personal contact with the community. This would also allot more time to the operation identification and inspections program set forth later in the operational procedure system. If, while on patrol, a problem arises that does not involve burglaries, etc., the information shall be taken and passed on to the proper authority. Officers will find that when making community contact, residents will have many complaints and questions concerning other matters not related to burglaries. These are to be discussed with the residents and all possible assistance is to be rendered to assist them.

Patrol

Members of the BPU have an assigned area to cover. It is an area bound by Myrtle Avenue, Lake Avenue, Washington Avenue, to Swan Street,

therefore as in the department general SOP, you are not to leave the area unless going to the garage, reporting to the office, or assigned an investigation outside the area. Permission must be obtained to leave the area for investigations by the officer in charge, or the detective officer in charge. Any officers found out of his assigned area in matters other than BPU duty will be subject to disciplinary action. Men assigned to Unit 65 are not there just to ride around when not investigating burglaries. When not investigating burglaries, officers are to make contact with community, proceed with the operation of inspections and operation identification program. Officers will be required to make follow up investigations and let complainants know of any results pertaining to their cases. It is expected that officers will not be loitering in Washington Park as there are no burglaries to be investigated there.

Forms and Reports

The burglary report form was formulated by the Personnel and Training Unit and acted upon by members of the BPU. The form comes in three pages and is mostly a check off type report. The third page provides a space for a narrative report. The form comes in three copies, the white section is filed in the BPU Office, pink section is filed with the Crime Analyst, yellow copy with Division II Complaints in the the Detective Office files. Page three is to be used for all the follow up reports that are conducted.

Any information obtained other than burglary reports, is to be taken and placed on regular investigation report paper and left for the officer in charge. If the information is important and the officer in charge is not on duty, he is to be made aware of this so it can be forwarded to the proper authority. All other complaints, information, etc., can be forwarded through the inter-department communications. Confidential matters are to be brought to the attention of the O.I.C. immediately, same forwarded to the ranking commanding officer.

Cooperation

On all investigations, cooperation with the uniform officers and detectives is necessary and is to be expected. An order from a superior officer other than the BPU Commander is to be carried out, and a report of same to be left for the officer in charge.

All BPU members are to confine their duties to Burglary Investigation and Prevention, unless given an assignment and/or direct order by a superior officer.

Reports

In most cases, a preliminary report of a burglary will be taken by a uniform officer. In most cases, the uniform officer will be on the scene when you get there. If so, as much information is to be obtained from the officer before he leaves. Ascertain if in fact, a crime of burglary has been committed and notify the proper Division Lieutenant or desk officer of such so a complaint form can be made out by them, thus avoiding unnecessary delay in Division reports. After this has been done, you will be free to continue on with the investigation.

Crime Scene Search and Processing

Where it is necessary for a crime scene search or processing, it shall be conducted in a methodical manner. A step by step procedure shall be followed in order to obtain maximum information from every processing. Evidence shall be singled out properly, processed, marked, tagged and placed in a proper container for continuity thereafter. A record of all evidence, receipts, etc., is to be kept on file in the BPU Office. Any evidence forwarded to other units or agencies, courts, etc., shall require receipts in sufficient quantity for filing. Any evidence that is required in Police Court or County Court is to be obtained by letter from said court or authority before it is turned over to that authority. All officers shall keep in mind that crime scenes must be protected until the search is complete. Signs, etc., have been provided for this purpose. In the event narcotics are involved, the Narcotics Enforcement Unit is to be notified. If evidence is seized regarding narcotics, all marking, receipts, etc., should be in conjunction with narcotics personnel. Any currency seized as evidence shall be turned over to the officer in charge who in turn will contact the Detective Commander so same can be placed in the office safe with proper receipts. This would include bonds, securities, negotiable items. If a superior officer advises you to follow other guidelines than listed above, follow his directions, but leave the report for the BPU Commander.

General Investigations

As part of the investigation requires, you must search for and seek out witnesses or informants. In cases of neighborhood burglaries, someone usually sees something. They are very reluctant to come forward or are ignorant to the fact that they may have seen something of importance. It may not seem important to them but could be useful to the officer. There are people who are living in neighborhoods who will always look out windows. There are people who are light sleepers at night. There is a mailman who knows a great deal of what is going on in a neighborhood. An officer should seek out all possibilities and all subjects for information. If residents are not at home when checking a neighborhood, the officer shall make it a point to return at a later time and make contact to determine if they heard or observed anything.

Officers shall record observations, events, conditions, statements and descriptions as they are received. Before anything is removed from the scene, you will photograph first. If fingerprints, impressions, stains, or residue is visible, same is to be processed for return to this department. The residue from inside a safe (Vermiculite) is to be processed, if possible a sample brought in for classification. In the event a perpetrator is apprehended, the residue from said safe may show up on suspects clothing or foot gear.

Follow Up Investigations

As mentioned previously, officers will be required to do follow up reports and it will be the duty of every officer to make a report on page three of the burglary report and attach same to the original report. This is to be done on a regular basis even though all results are negative. This will at least show a complainant that they are not forgotten.

Officers Assigned to BPU Office

Officers assigned to the BPU Office will perform duties as required. Officer will utilize the time to fulfill any assignments given to him by the officer in charge. He will be required to prepare reports as they are assigned. The officer assigned to the 3:00 PM to the 11:00 PM tour of duty will submit a roster of officers on duty to the Detective Office Commander. Any other vehicle other than 65 that is utilized by BPU members, you will inform the Detective Office Commander of same upon his arrival into the building. This would be an extra detective vehicle or a reserve vehicle that is available.

Arrest Procedures

Conveyance shall be by patrol wagon, Unit 53, with the exception of juveniles. In cases where patrol wagon is not available, convey in assigned vehicle available. Officers will inform the officer in charge of arrests made. Standard Procedures shall be followed in conveyance of females. Mileage before moving will be given to the dispatcher. Mileage upon reaching your destination shall also be given to the dispatcher. Prisoners shall also be taken to the Detective Office for booking and interviewing, interrogations, etc., and shall not be left alone at any time. Each officer is responsible for his prisoner and is responsible for his welfare until he is confined or brought to court. Standard booking, processing and confinement procedures are to be followed. When in the interrogation room conducting an interview or police business of any kind, you will not expose your weapon. You will not take your weapon into the interrogation room when you have someone in there for an interview. Your weapon is not to be exposed, in public, or displayed in any fashion to anyone.

Procedures for Operation Identification and Inspections Security Checks

The officers are assigned to the Operation Identification by the officer in charge at least one week in advance which is posted on the duty roster. A minimum of two officers on the operation. At times, there may be four officers assigned on a given day. This is conducted in the daytime as well as the evening tour of duty to accommodate everyone. The officers are assigned so that every member in the Unit is familiar with the procedure. Officers, after making themselves known, are to mark any property the occupant may desire to be marked by the officer with an electric pencil with the person's social security number. If they have no social security number, we may use any kind of an identifying mark the so desire. In the event the item to be marked is valuable and the pencil may cause damage and or defacing then the owner may mark same himself, thereby relieving you of any responsibility.

The officers shall, after obtaining name, address, phone number, apartment number, will list the items that were marked. Describe same by entering make, model, serial number, etc., and give the owner a copy of same. The officers will then present the resident with the literature available and a sticker that is pasted in the window, stating that the occupant has submitted to Operation Identification of the Albany Police Department. Before leaving, the officers would then ask the occupant if they desire a security check of windows, doors, skylights, cellars, etc., checking all entrances and making suggestions that may be helpful in better securing the home. After the check is made, the officers record this on a security check list that is returned to this

department, the items that were marked are then typed on an index card, and filed in the office of the BPU.

Security check list inspections that are conducted pertain to dwelling houses as well as places of business. Place of business check list do vary at times due to safes in the building. Officers may recommend different ideas. The officers will direct the occupants to keep the BPU informed as to their moving out of or into another home, and advise them if they purchase anything different or new, as we will mark the item for them if they contact us. In the event the officers do not get any response from going door to door, they will leave their name and phone number and tell a neighbor to also inform the party that was not at home. A copy of all the forms that are used by the BPU is attached to this SOP.

SOP FOR OFFICER IN CHARGE

The following Standard Operational Procedure has been in effect, since the implementation of the Burglary Prevention and Investigation Unit, for the Officer in charge of the Unit and officers assigned will be governed by same. Broken down is the procedure to be followed:

Officer in Charge

The officer in charge of the Burglary Unit is to be totally aware and informed of all information pertaining to the Center Square area and the related burglaries. The Commanding Officer will keep a record of all burglaries, and statistics maintained to be submitted at intervals as requested. A map of the Center Square area is to be maintained in accordance to burglaries and the location of such burglaries. This map will be maintained by method of color pin system indicating each incident. There will be a record kept within the Burglary Prevention Unit Office indicating Private or Commercial Dwelling. This will enable the officer in charge to keep abreast of the burglaries thereby shifting the necessary manpower to investigate, prevent and combat the crime. It will be the responsibility of the Unit Commander to inspect the personnel for equipment and the attire of the Unit Officer.

The Officer in Charge should attend or be informed of all public meetings, Community meeting or other functions within the Center Square area. The OIC or a representative of the unit should be involved in programs and problems of the neighborhood pertaining to crime protection and prevention.

All reports will be submitted to the Deputy Chief of Police on a daily basis for his inspection with respect to burglaries. Any other information received such as gambling, prostitution, or vice of any type within the Center Square or out of it will be brought to the attention of the OIC, and he will see that same is forwarded to the respective unit commander as soon as possible. Any incidents of a confidential nature will be put in writing and submitted personally to the Chief of Police promptly.

The officer in charge will deploy his manpower into tours of duty necessary for the prevention and detection of crimes related to the Burglary Unit. Delegation of authority in the absence of the officer in charge will be given to subordinates in the role of supervision and assignments.

The commanding officer will review his personnel blotter daily and will keep a record of sick leave, overtime, and loss of time for any reason. Loss of time will be submitted on a monthly basis. Overtime obtained due to court arraignments, speaking engagements at community affairs will be kept, and same will be submitted the A.M. of every Thursday of every week.

The personnel blotter will be kept up-to-date including Police Officers name, residence and phone numbers. The sick leave report and or loss of time is to be submitted to the Chief of Police monthly. Regarding the payroll, overtime due to court arraignments, speaking engagements, will be kept by the Officer in Charge and submitted to the Chief of Police on Thursday of every week, the unit having a master sheet to keep such time in order. The officer in charge will see to

it that all men working, vacation, sick leave, and the days off be entered and maintained.

The officer in charge will be in contact with the Police Surgeon on personnel that are on the sick rolls, keeping abreast on their prognosis and their progress. The officer in charge will be notified of all personnel reporting sick, and their ailments, and only he will make changes in the duty roster if necessary.

The officer in charge will see to it that all evidence obtained at the scene of a crime, items collected pending investigation are recorded, and then to be taken to the necessary agencies (when they are available) for processing with receipts obtained for same. In the event of emergencies the officer in charge will have an up-to-date list of his personnel to be viewed by the Chief of Police.

Roll Calls are eliminated and the OIC will hold briefings with the officers upon their reporting for duty. All items pertaining to Burglary Investigations, information received will be passed on to the officers within the unit so all can be acquainted with same. The same procedure will be carried out with the officers getting relieved so that the investigations can be continued. Such briefings will be carried out on an informal basis by the OIC.

The OIC will instruct and inspect personnel going on and off duty, and will also inspect all equipment assigned to the unit to see that same is in an operable condition. The vehicle will be kept in running condition, the officers using same noting any defects on the car check list the OIC has made available, and conveying the defects to the Police Garage promptly. The report of damages and/or shortages will be put in writing and will be brought to the attention of the officer in charge. This will be maintained by the officer on desk duty when there is an odd man available to do same.

The officer in charge will visit the personnel through the Center Square periodically checking procedures and investigations enabling the OIC to keep abreast of the burglaries and their deterrants. The OIC will be in direct contact with members of any of the associations within the Center Square, keeping an up-to-date schedule of any meetings that may be taking place, and the officer in charge will attend same when available. In the event the OIC is not available, a member of the unit will attend to represent the Burglary Prevention Unit keeping the OIC up-to-date on same. The OIC in being kept up-to-date, will submit to the Chief of Police a weekly progress report.

Operation Identification

The above program is in effect beginning Monday, January 6th, 1975 and will be conducted during duty hours by two officers during the 3:00 PM to 11:00 PM or 9:00 AM to 5:00 PM tour of duty. The officers all having to contribute to the operation, meeting the requirements to make the operation effective, maintain a receptive attitude from within the Center Square Community, and living up to the BPU objective and obligations as police officers. The OIC will be kept informed daily of the progress of the program, keeping the Chief of Police advised of same weekly on Friday every week. The operation will be conducted within a seven day work week. The operation will be conducted within a seven day work week, the weekend being beneficial as more of the community is available.

Senior Officers

The officer in charge will see to it that the senior officers of the unit that have been designated as such by the OIC, perform effectively in his absence. Should the designated senior officers not function effectively, whereby not showing dependability and/or leadership for the benefit of the units objective, the officer in charge will first advise the Chief of Police and make the necessary changes. The officer in charge will maintain for each officer an appraisal form, same to be produced upon call from the Chief of Police, for his recommendations. The appraisal of each officer within the unit will be according to his performance, indicating the officers qualities as well as the weaknesses, fairly and accurately.

Information for Uniformed Patrol Officers

1. The same procedures as heretofore shall be followed for obtaining burglary reports in the area bounded by - Myrtle Avenue (both sides) - Swan Street (west side) Washington Avenue (south side) and Lake Avenue (east side).
2. A patrol officer who receives a call to get a report of a burglary will take the initial report. He will then call in the report to his desk officer. Patrol officers who take initial reports at scenes of burglaries, will be interviewed by BPU officers first, providing they are on duty at the time. If they are not on duty, they may be contacted later. Patrol officers are to cooperate and furnish any and all information called for. Upon completion of interview, patrol officers can be relieved after he has called his desk officer and notified dispatcher.
3. Officers from the BPU will be on duty from 9:00 AM to 11:00 PM. No officers will be on duty from 11:00 PM to 9:00 AM generally.
4. The patrol officer will use good judgment in obtaining the report and will safeguard the scene upon his arrival for the follow up investigation. Officers from the BPU will respond as soon as possible, providing they are on duty, and follow up on the investigation. This mainly to search for and obtain physical evidence. Again, all patrol officers are to preserve the scene of all burglaries. It is equally important to advise complainants to preserve the scene and any evidence found, in cases where the BPU men are unable to respond right away. Also important is the way you conduct your interview with the complainant.
5. In the event there are no BPU men on duty, generally between 11 PM & 9 AM, your desk officer will notify the Detective Office, in which Detectives will respond and follow up the investigation.
6. There may be times when no BPU Officers are on duty and detectives are unable to respond immediately. If such conditions arise, you will be notified by your desk officer to leave the scene. You shall advise the complainant, in the

proper manner that investigators will contact them as soon as possible with respect to a follow investigation. If the complainant states that he will not be at home, or will be at work, etc., you will obtain the information on where he can be reached and relate same to your desk officer so it can be forwarded to the BPU Office.

Information for Division Desk Officers

1. All reports of burglaries within the confines of the BPU target area, will be handled by the Division the same way as in the past. Complaints, entries into public blotter and teletypes will be taken care of by desk officer. This shall also include all follow up reports.
2. Officers from the BPU will be on duty from 9:00 AM to 11:00 PM. Generally there will be no officers on duty from 11:00 PM to 9:00 AM.
3. When a desk officer has received a burglary report from the patrol officer, he will notify the BPU on telephone extension #243 as soon as possible. If the BPU men are not on duty (generally between 11:00 PM and 9 AM) the desk officer will notify the Detective Office and they will investigate. This would also apply on all follow up reports.
4. The BPU will be responsible for all reports of Burglary investigations in its assigned area (Swan Street west side, Myrtle Avenue both sides, Lake Avenue east side and Washington Avenue south side). The BPU will have their own investigation forms which will be assigned case numbers. The case numbers they use will have nothing to do with the complaint numbers at the Division.
5. The BPU was formed as a prevention and investigation unit. Officers have received training in the search for physical evidence. Patrol officers must be instructed to preserve the crime scene. Original reports of the burglaries have to be kept in a central location. For this reason, all reports of burglaries will be prepared by the Division desk officer as has been done in the past.
6. In cases where the BPU men are not available (generally between 11 PM and 9 AM) and detectives are unable to respond due to other investigations, word must be left at the Detective Office for the BPU men that a burglary has occurred and they will be contacting the Division later for the information. All desk and patrol officers will cooperate with any request from BPU men for added information or possible changes in Division report which may conflict with their investigation report. Discrepancies in Division reports would therefore be corrected.....
7. There will be many instances where residents will furnish BPU men information and or other complaints other than that of burglaries. BPU men have been instructed to take all informa-

tion and complaints received by them and forward them to the Division for proper action. The BPU office will keep a record of same in case the Division does not follow up on a complaint.

Information for Detective Office

1. The BPU will be responsible for all Burglary investigations in the area bounded by Myrtle Avenue (both sides) - Washington Avenue (south side) - Lake Avenue (east side) and Swan Street (west side).
2. Officers from the BPU will be on duty from 9 AM - 11 PM. Generally there will be no one on duty from 11 PM - 9 AM...
3. BPU Officers will be responsible to their own supervisor.
4. An office has been established within the Detective Office for their use in which their files on investigations will be located. Telephone Extension 243.
5. The BPU will maintain investigation records and will use their own specially prepared forms for such. They shall use case numbers in addition to Division complaint numbers. The Division will still prepare all official records such as complaints, blotter entries, teletypes and forward a copy to the Detective Office. Detective Office will maintain their copy as before.
6. There may be occasions where there are no BPU men on duty (generally between 11 PM and 9 AM) when a burglary report comes in. The Division has been notified to contact the Detective Office and notify them of such when this happens. Detective procedures, after they have been notified, will be the same as previously done. Detective on duty will notify his CO who will assign men to investigate the burglary. If no Detectives are available or are tied up on other calls, the Detective on duty will call back the Division and notify the desk officer that no one is responding and to have the patrol officer get the report and leave. The Detective desk officer is to leave word for the BPU officers that a burglary has been committed and leave sufficient data so they can follow up when they report for duty.
7. In the case where Detectives investigate burglaries in the assigned area, they shall make out investigation reports as they have in the past and furnish a copy of same to the BPU. It is stressed that Detectives, when interviewing complainants, be sincere and use the proper language in order for the BPU men to follow up. Detectives are also reminded to look for and obtain or preserve physical evidence for examinations. Complainants are also to be advised to secure crime scenes as best as possible and to preserve any possible evidence left at the scene to be processed by BPU men.
8. The BPU will have a mobile unit assigned to it to be assigned a number at a later date. This unit will be housed in the Headquarters garage when not in use. Vehicle is not to be used unless authorized by BPU supervisor. Keys for vehicle

will be attached to same board where rest of Detective Unit keys are kept in case unit has to be moved for some reason.

9. In the event of unit breakdown, the BPU supervisor will contact Detective Office CO for use of one of their units.
10. Any information received by BPU men regarding crimes (other than burglary) shall be taken by them, put on Detective Office investigation forms, and a copy forwarded to the Detective Office CO....

Information for Narcotic Enforcement Unit

1. BPU Officers will take any information on drugs that they receive. A report will be put on Detective Office investigation forms and forwarded to the NEU Office as soon as possible.
2. In cases where immediate action may be required (pot party in progress, sales, etc.,) the information is to be forwarded via phone etc., to the NEU Officer on duty and if necessary to await arrival of NEU Officers and assist them.
3. In cases of raids by NEU in assigned area, BPU Officers, if on duty, may be requested to assist in reference to possible identification of suspected stolen property in premises. This would through marking of items through operation identification program.

INSTITUTIONALIZATION OF THE UNIT

The Burglary Prevention and Investigation Unit was designed to become an integral part of the Albany Police Department. This was accomplished during the project period. Upon completion of the project, the Unit was assimilated into the departmental budget and achieved permanent status.

Due to the special nature and assignment of the Burglary Unit, it will remain under the direct control of the Deputy Chief of Police in charge of Operations. He, in conjunction with the Captain in charge of Administrative Services Bureau, will continue to supervise the Unit. A change in the organizational placement of the Unit may take place pursuant to departmental modifications but such changes are not in the foreseeable future - and would not alter the format or function of the Burglary Prevention and Investigation Unit itself.

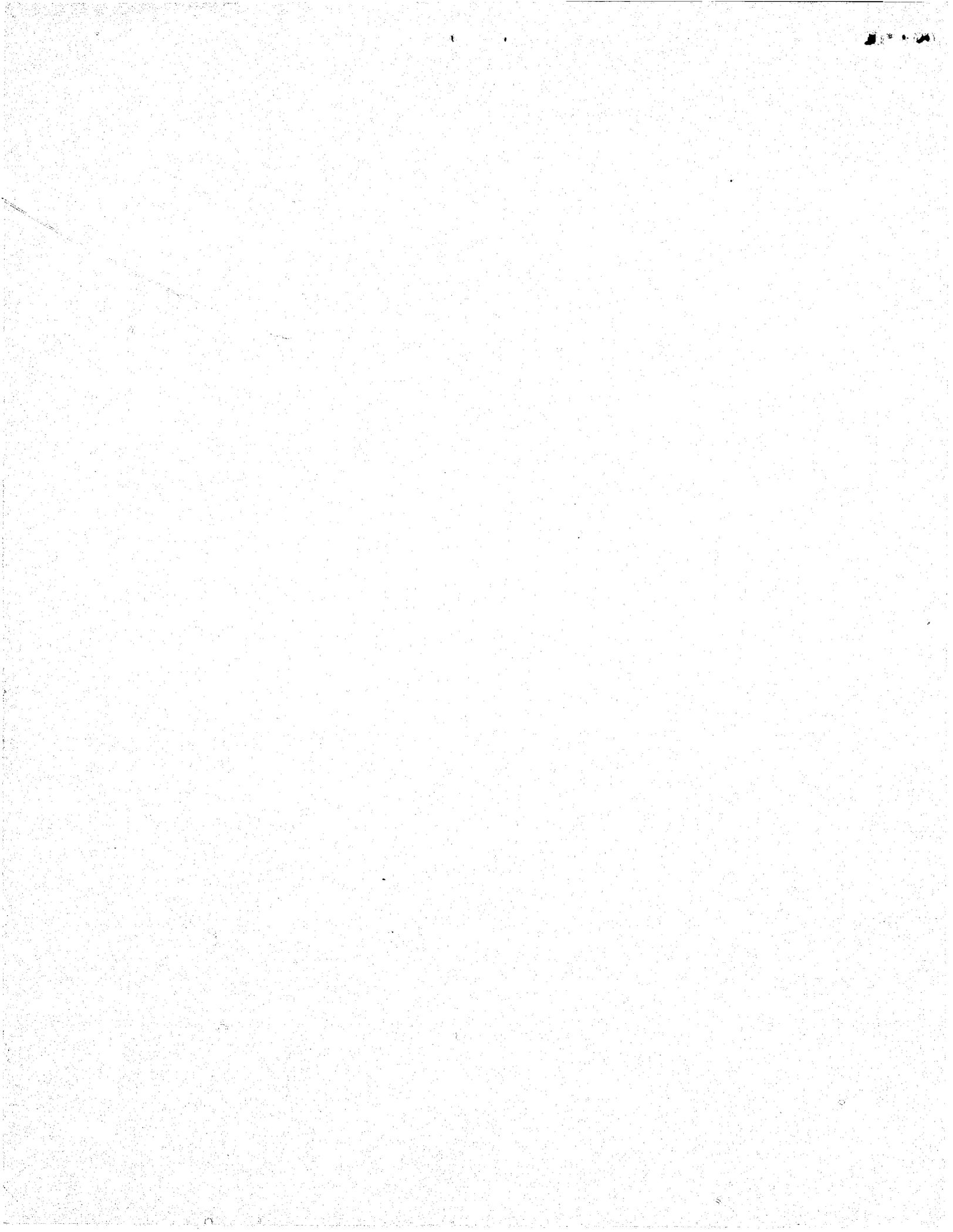
While the Burglary Unit has been institutionalized, it is not to be a rigidly structured Unit. The Unit will continue operating as it did during the project period until the Final Evaluation is completed. The scope of the services rendered by this Unit as well as the target area may change to reflect the findings of that evaluation and the noted decrease in the burglary rate for Center Square. This flexibility is needed because the strength of the Burglary Unit concept rests upon its ability to be responsive to the needs of the community it serves.

FINAL EVALUATION

The Final Evaluation is incomplete at the time of this report. There have been problems meeting this objective. The community has repeatedly requested that an outside, independent evaluator be selected. They have also suggested that a victimization survey be included in the evaluation. This public pressure is in direct conflict with the State Guidelines which precludes the hiring of outside consultants. The Division of Criminal Justice Services has also declined to conduct this evaluation.

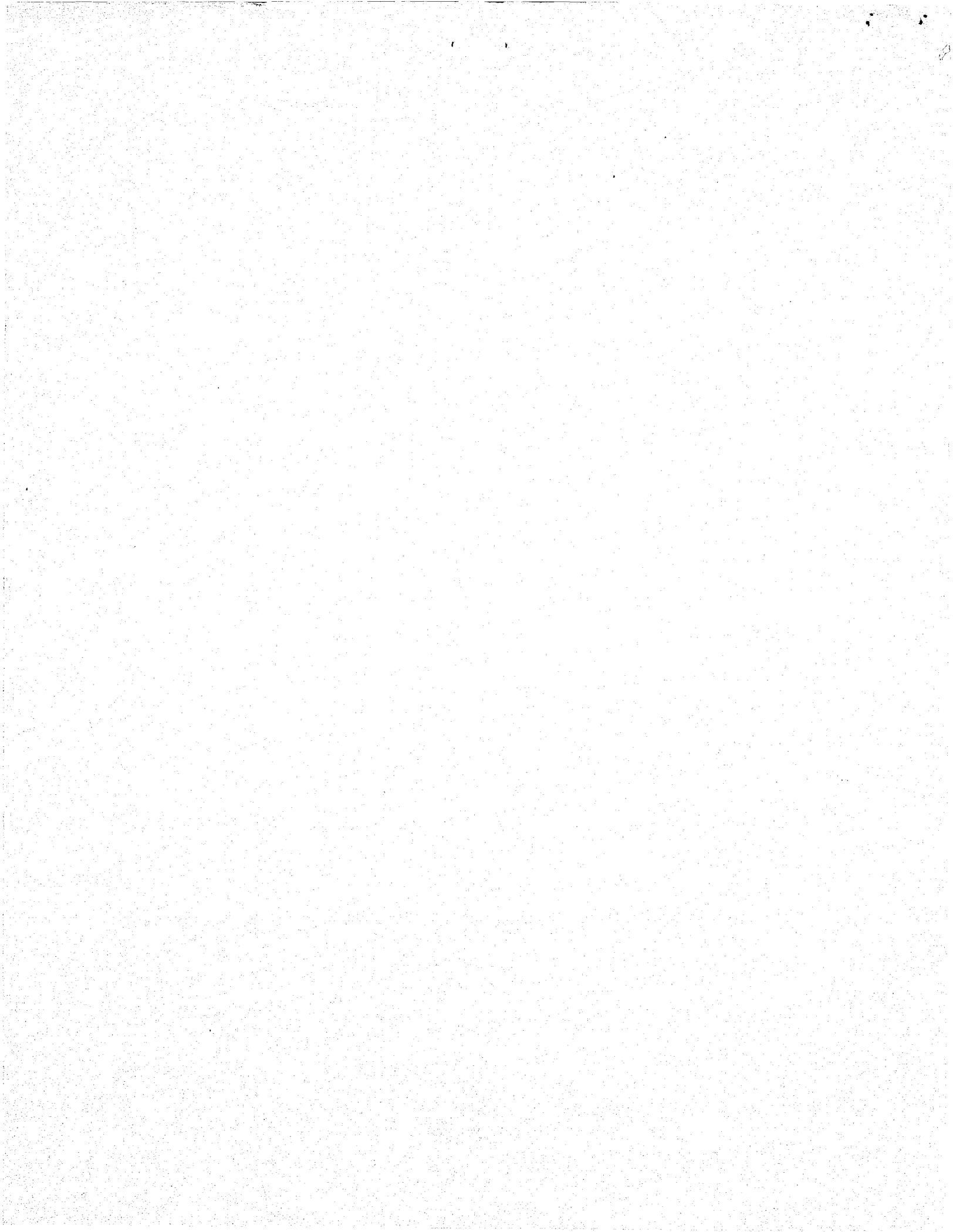
The conflict which has arisen concerning the Final Evaluation of the Project has set back the timetable for completing that assessment. Presently, the Crime Analyst and the Planning and Research Unit of the Administrative Services Bureau are conducting the evaluation of the Burglary Unit. The departmental records system is proving too inadequate for any indepth evaluation. It is an inadequacy which the Department is working on to alleviate, but it limits the potential for in-house evaluation of the Unit.

The Final Evaluation will be forwarded upon its completion.



ALBANY POLICE DEPARTMENT
BURGLARY PREVENTION AND INVESTIGATION UNIT

APPENDIX TO THE FINAL REPORT



PROFILE OF CENTER SQUARE BURGLARIES

At the end of the reporting period, the Burglary Unit had filed investigation report on 146 burglaries and 5 attempted burglaries. Seven more burglaries had occurred but were not reported to the Unit until discovered by the Crime Analysis Unit months after occurrence. This means that a total of 158 burglaries were reported in Center Square during the length of the project.

One function of the Burglary Unit Grant was to establish a system for collecting pertinent information concerning the characteristics of the burglaries occurring in Center Square. This data collection system was to provide the basis for the operations of the Crime Analysis component of the Unit. It also presents the opportunity to construct a general profile of the burglary activity reported in the target area.

The data collected consists of the categories of information which appear on the Burglary Investigation Report Form. By compiling the number of times each characteristic was reported in an investigation, it is possible to get a general impression of the nature of the burglaries that were reported.

Using these figures, it is possible to discern a profile which represents the "average" burglary reported in Center Square during the project period.

THE TYPICAL CENTER SQUARE BURGLARY

The typical Center Square burglary committed during the project period was a residential burglary which was accompanied by either petit larceny or grand larceny in the 3rd degree. This burglary would most likely take place on a Monday, Friday or Saturday between the hours of 9 AM and 5 PM.

The portion of Center Square covered by Census Tract 14 (see map on Page 4) provides the site for most of the burglaries. The specific location was typically an apartment located in the basement or on the first floor of an apartment house or subdivided brownstone. There would be no chance of viewing the location of entry from the street. The amount of outside lighting present would be of no concern because the perpetrator would enter the unlocked front door to the apartment house or brownstone and proceed down an interior hallway until a target was chosen.

Once a target was chosen, the perpetrator would gain entrance by physically forcing the front door to the apartment. The door was typically a wooden interior door which was forced by either kicking or battering it down with a part of the perpetrator's body. The method of gaining entry implies that the probable cause of these burglaries is usually a weakness in the doors or the inadequacy of the locks when assaulted by simple bodily force.

Upon gaining entrance to the apartment, the perpetrator would ransack the premises and be selective in the items that he stole. The items most

likely to be stolen would be currency, home entertainment equipment and jewelry. The jewelry and currency would have no identification markings and the serial and model numbers on the home entertainment equipment had probably not been recorded by the victim. (Only 6 burglaries took place in residences which had the Burglary Unit perform Operation Identification. In only one of these cases was a marked piece of property stolen). The value of the property stolen would total approximately \$390.

The victim of the typical Center Square burglary could be either a male or female (59% were male, 41% female) between the ages of 20 and 30. He or she is employed and is generally absent during the commission of the burglary. It is the victim who discovers most of the burglaries in Center Square.

The burglary would be reported by the victim and no witnesses would be available. Patrol officers were usually first on the scene with the Burglary Unit Officers arriving minutes later. The investigation would be completely in the hands of the Burglary Unit. There would be better than a 50-50 chance that the perpetrator would be arrested and only a 15% chance that any of the property will be recovered.

While the typical Center Square burglary was residential in nature, 15.8% of the burglaries reported during the project period occurred in business or commercial establishments. There were no specific days of the week when these business/commercial burglaries took place. 92% of these burglaries occurred between the hours of 5 PM and 8 AM the following morning.

Small neighborhood stores, bars and restaurants were cited most often as the targets of these burglaries. Entry was usually gained through a front or rear door that was visible from the street. Bodily force again was the prime method of entry. Inadequate locks and weaknesses in doors were the usual probable causes for the entry. Currency and merchandise were the items stolen most often in these business/commercial burglaries. The larcenies averaged \$201 per case. Only 36% of these burglaries were cleared by arrest. Property was recovered in 12% of the cases.

It will be noted that there are actually two profiles. One represents the residential burglaries while the other represents the business/commercial burglaries reported. The differentiation was made between those two types of burglaries because there are important differences in the characteristics reported on each. The significance of these differences merit separate analysis for each type of burglary.

Profile of Center Square Burglars

The section of this report, which was labelled "Conviction Rates" stated that 47 different individuals were arrested for burglaries in Center Square during the project period. This section will show the age, race, sex and home address of these arrested persons. It will also give an indication of their arrest records for the period of January 1, 1972 to date. While this will not show the entire criminal history of all of these individuals, it will show the extent or consistency of their activity over the past four and one-half years.

Only one of the 47 persons arrested for a Center Square burglary was a female. The other 97.9% were male.

The arrested persons were evenly split along race lines. 21 (44.7%) were white while 26 (55.3%) were black. The one female was black.

The ages of these arrested persons ranged from 10 years old to 45 years old. The average age was 19.7 years old. Thirteen (27.7%) of the arrested persons were juveniles. 35 (74.5%) were 16 years old or older (one person was arrested as a juvenile as well as an adult). The age distributions are shown on the following tables:

<u>Age</u>	<u>Black/Male</u>	<u>White/Male</u>	<u>Black/Female</u>	<u>% Total</u>
10-11	3			6.4%
12-13	2	2		8.5%
14-15	3	3		12.8%
16-17	7	6		27.7%
18-19	1	2	1	8.5%
20-21	4	2		12.8%
22-23	1			2.1%
24-25		3		6.4%
26-27	2	2		8.5%
28-29	1			2.1%
Over 29	1	2		6.4%

This table shows that the majority of the persons arrested were between the ages of 14 and 21. Of the people arrested who were over 29 years old one was 31, one was 44 and the third was 46. These figures show that the age group 14-21 accounted for over 60% of the burglary arrests but accounted for only about 15% of the population of Center Square (according to the latest projections based on Census Data). This disproportionate distribution is in line with the national figures.

Only four of the arrested persons were married. This is logical due to the age distribution just mentioned.

40.4% of the persons arrested for burglaries committed in Center Square actually lived in Center Square. Another 17.0% lived within four or five blocks of Center Square. This indicates that 57% of the burglars arrested were familiar with Center Square because they lived in or near the area. (Another two individuals did not live close to Center Square, but committed the burglary with someone who lived in Center Square). Only 10.6% of the persons arrested listed their home address as being outside of the city limits. The residences of these persons can be broken down into four areas:

<u>Resided In</u>	<u>#</u>	<u>%</u>
Center Square	19	40.4%
Within 4-5 Blocks of Center Square	8	17.0%
Arbor Hill NPU Territory	10	21.3%
South End NPU Territory	5	10.6%
Outside City Limits	5	10.6%

There was no appreciable difference in the age groupings for the different areas of residence.

16 (34.0%) of the persons arrested for burglaries in Center Square during the project period had been arrested during the 1974 calendar year. Four of these 16 were juveniles, 12 were adults. 7 other individuals who were arrested for these burglaries had been arrested before - but not during 1974 (the arrest record search went back to 1 January 72). Another 3 individuals were arrested in 1975 before the Burglary Unit Officers arrested them for Center Square burglaries. This indicates that a grand total of 26 (55.3%) of those persons are known to have had an arrest record previous to their arrest by Unit Officers.

16 of those 26 individuals with prior criminal arrests had burglary arrests included in their record. Three others had Criminal Trespass arrests - an offense which the Penal Law of the State of New York puts in the same classification group as burglary. Therefore, 73.1% of those repeat offenders arrested by the Unit for Center Square burglaries had been arrested by departmental personnel for the same or related charges within the last three years (this calculates to 40.4% of all persons arrested by Unit Personnel during the Grant period for Center Square burglaries).

Six of the 47 people arrested for Center Square burglaries during the Grant period have been arrested since their burglary arrests were disposed of through judicial process. Their new offenses include burglary (four persons), aggravated harassment (1 person), and robbery (1 person). One of these persons has been re-arrested by Unit Personnel for burglaries in Center Square on three separate occasions.

The profile constructed from these arrested persons shows the Center Square burglars to be male, between the age of 14 and 21 and either black or white. There is a better than 50-50 chance that he has been arrested within the last three years. He probably also has a history of juvenile offenses such as burglary or criminal trespass. He lives in or near Center Square and, if a repeat offender, was not deterred by his previous convictions for burglary or criminal trespass (of the 21 persons who have been arrested for burglary or criminal trespass on more than one occasion, only four had their first cases dismissed. The others received sentences of Conditional Discharge, Probation or Albany County Prison sentences. One was even sent to the New York State Department of Corrections).

Displacement Analysis

The success achieved by the Burglary Unit in reducing the number of burglaries committed in Center Square was expected to result in an increase in the number of burglaries reported in other areas of the city. This analysis of the city-wide burglary rates for 1975 shows that this burglary displacement never took place. Current 1976 indicators also show no displacement, but it is too early to make any definitive statements.

The comparison tables (Tables C-1, C-2, and C-3) show the breakdown of the burglaries reported in the City of Albany by census tract. These tables were constructed to investigate any geographic displacement that might have occurred due to reducing the number of burglaries in Center Square.

Census tracts were used as the basis for comparison because they provide the only geographic breakdown of the city which has remained stable and should remain stable in the future. Due to the dissimilarities of the physical and demographic compositions of the census tracts they provide a stable base only for comparing time trends.

In these tables, displacement was expected to be shown as a significant increase in the number of burglaries occurring in a census tract (Table C-1). Because the city-wide total fluctuates from year to year, it was necessary to calculate the percentage of the total city burglaries that occurred in a census tract (Table C-2). These figures were then translated into a burglary rate per 1000 population (Table C-3) to allow comparison on a population basis.

Since displacement should register only in the census tracts outside of Center Square, it was necessary to separate the statistics for Center Square from the rest of the city total. Therefore, the percentages found on Table C-2 represent the percent of the number of burglaries happening in Albany which were not located in Center Square.

The Center Square Area consists of Census Tract 14 in its entirety and parts of Census Tracts 11, 21 and 22. Therefore, the last three tracts are shown in both portions of Table C-2.

ANALYSIS OF COMPARISON TABLES -

In order to gain a comprehensive picture of possible displacement, it is necessary to view all three tables together. This will allow the raw numbers for each tract to be placed in the perspective of the city totals as well as a population rate.

The census tracts that border the Center Square area are 6, 8, 15 and the parts of 11, 21 and 22 which are not included in Center Square. These would be the obvious areas to be hit if burglaries were pushed out of Center Square by the Burglary Unit.

Of those six areas only Census Tract #6 showed any significant increase in 1975. It showed an 18.9% raw number increase. The percentage of the total city burglaries found in this tract also increased (from 4.6% to 6.1%). The rate per 1000 population increased from 9.5 to 11.3. These three factors could imply displacement to this area. They

indicate a noticeable increase. The reason this cannot be supported is that this census tract also borders the Arbor Hill Neighborhood Police Unit - which, like the Center Square area - showed a significant decrease in the number of burglaries committed. Therefore, any increase in census tract 6 cannot be linked to the displacement caused by the Burglary Unit. Also - the increase, while significant for that one census tract, does not come close to accounting for the decrease in Center Square. This, coupled with the decreases shown in the other five census tracts bordering Center Square indicates that there was no displacement of burglaries from Center Square to its bordering neighborhoods.

Three other Census Tracts showed a significant increase in the number of burglaries reported in 1975 (#1, 3 and 18.01). The increase found in census tract 1 only brought the burglary rate back up to its 1973 level. Maybe the decrease seen in 1974 meant that the burglars had begun operating in Center Square and were pushed back out by the Unit, but this is pure conjecture. It must also be noted that census tract 1 is adjacent to the Arbor Hill Neighborhood Police Unit which means that the fluctuations might also be attributed to the decreasing burglary rate in that area. The same is true for census tract 3.

Census tract 18.01 is the only area with a significant increase in reported burglaries that does not border Arbor Hill. But, this is an upper middle class, single family residential area totally unlike Center Square (or Arbor Hill). The burglaries committed in this neighborhood contained none of the characteristics of those reported in Center Square.

The statistics presented in this analysis disconfirm any notion of displacement at this time. There just is none that can be pinpointed as resulting from the Burglary Unit's efforts at controlling the incidence rate in Center Square. The city-wide statistics also disconfirm any suggestion that the displacement might be evenly dispersed throughout the city. There were only six census tracts that showed any appreciable increase in the number of burglaries reported in 1975. In each case, it was either too small an increase to be attributable to anything but random fluctuation, or the increase could be linked to factors other than the Burglary Unit's displacement of Center Square burglaries.

Nonetheless, a sharp decrease has occurred in the burglary rate for Center Square. If it has been displaced then it must be at the expense of areas outside the city limits and therefore beyond the reach of our data collection mechanisms.

Table C-1

Distribution of Burglaries for 1973, 1974, 1975 According
To Census Tract of Occurrence

<u>Census Tract</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>
1	45	30	45
2	54	70	49
3	49	48	67
4	38	33	29
5.01	32	21	28
5.02	20	19	16
6	37	37	44
7	29	56	21
8	39	44	34
11*	81	107	59
14*	58	98	48
15	28	37	22
16	32	36	37
17	30	40	21
18.01	27	32	62
18.02	15	11	15
19.01	23	7	11
19.02	6	6	7
20	39	16	22
21*	50	60	33
22*	48	45	26
23	42	55	38
24	45	29	21
25	50	51	26
26	<u>65</u>	<u>53</u>	<u>49</u>
City Totals	982	1041	830

* Denotes Census Tracts wholly or partially included in Center Square.
 The distribution of those burglaries occurring within these four Census
 Tracts which include Center Square is:

	<u>1973</u>	<u>1974</u>	<u>1975</u>
Occurring Inside Center Square:	148	233	109
Occurring Outside Center Square:	89	77	57

Percentage Distribution of the Total City Burglaries Found
In Each Census Tract

<u>Census Tracts</u> <u>Outside</u> <u>Center Square</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>
1	5.4%	3.7%	6.2%
2	6.5%	8.7%	6.8%
3	5.9%	5.9%	9.3%
4	4.6%	4.1%	4.0%
5.01	3.8%	2.6%	3.9%
5.02	2.4%	2.4%	2.2%
6	4.4%	4.6%	6.1%
7	3.5%	6.9%	2.9%
8	4.7%	5.4%	4.7%
15	3.4%	4.6%	3.1%
16	3.8%	4.5%	5.1%
17	3.6%	5.0%	2.9%
18.01	3.2%	4.0%	8.6%
18.02	1.8%	1.4%	2.1%
19.01	2.8%	0.9%	1.5%
19.02	0.7%	0.7%	1.0%
20	4.7%	2.0%	3.1%
23	5.0%	6.8%	5.3%
24	5.4%	3.6%	2.9%
25	6.0%	6.3%	3.6%
26	7.8%	6.6%	6.8%
11,21,22*	<u>10.7%</u>	<u>9.5%</u>	<u>7.9%</u>
Total Burglaries			
Outside Center Square:	834	808	721

The above percentages, for the purpose of this analysis, are based on the number of burglaries outside of Center Square. This allows comparison of these areas while minimizing the effect of any changes in the burglary rate for Center Square. The percentage of the Total City Burglaries occurring in Center Square for each year was: 1973-15.1%; 1974-22.4%; 1975-13.1%.

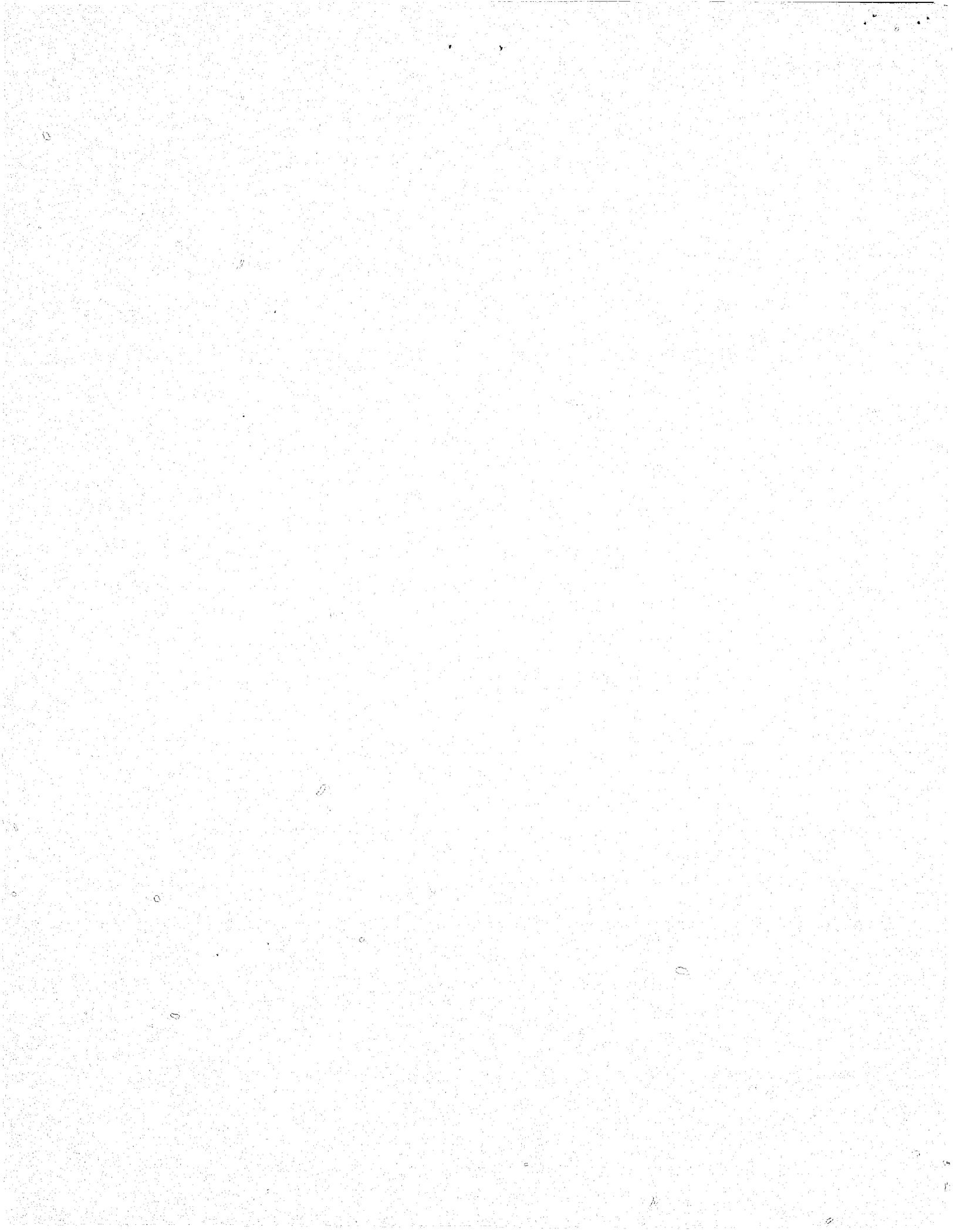
* Denotes the portions of these Census Tracts falling outside of Center Square.

Burglary Rate Per 1,000 Population According to
Census Tracts

<u>Census Tracts</u> <u>Outside</u> <u>Center Square</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>Population</u>
1	14.7	9.8	14.7	3051
2	7.0	9.1	6.2	7683
3	8.1	7.9	11.1	6045
4	4.3	3.7	3.3	8875
5.01	10.5	6.9	9.1	3057
5.02	4.4	4.2	3.6	4497
6	9.5	9.5	11.3	3887
7	4.9	9.5	3.5	5917
8	14.7	16.6	12.8	2650
15	5.8	7.6	4.5	4842
16	6.3	7.2	7.4	4969
17	6.4	8.5	4.5	4679
18.01	4.3	5.1	10.0	6230
18.02	3.3	2.4	3.3	4525
19.01	6.7	2.0	3.2	3445
19.02	1.8	1.8	2.1	3306
20	6.0	2.5	3.4	6518
23	10.3	13.5	9.3	4086
24	27.3	17.6	12.7	1651
25	11.1	11.3	5.7	4524
26	13.1	10.7	9.9	4971
11, 21, 22*	<u>25.7</u>	<u>25.1</u>	<u>18.6</u>	<u>3064</u>
AVERAGE	8.1	7.9	7.1	102,472

The above rates are based upon the project populations furnished by the Capital District Regional Planning Commission. The rate per 1000 population for the Census Tracts falling within Center Square are: 1973-13.7; 1974-21.5; 1975-10.1. These rates are based upon the unofficial estimated population distribution furnished in the Grant Proposal (100% of Census Tract 14; 95% of Census Tract 22; 75% of Census Tract 21; and 40% of Census Tract 11). The population of Center Square is thus estimated at 10,844 persons.

* Denotes the portions of these Census Tracts falling outside of Center Square.



Geographical Shift in Center Square Burglaries

In the middle of the month of October, a geographic analysis was completed on the burglaries reported in Center Square. This analysis indicated that almost two-thirds (62%) of the burglaries reported after July 1, 1975 took place in the South East corner of Center Square. This is the area bounded by South Swan Street, Hudson Avenue, Knox Street and Myrtle Avenue (See Map). This concentration remained consistent through the 17th of October.

This concentration provided the focal point for the Burglary Unit's efforts to recanvass Center Square to make sure all willing parties had the opportunity to subscribe to Operation Identification (since it was impossible to contact all residences and business establishments when Operation ID was first administered).

Using a systematic process, the Burglary Unit, on October 27, began to readminister Operation ID to this South East corner of Center Square. The Crime Analysis Unit designed a procedure which would define the area by doing Operation ID on the streets which provide the boundaries of this area. Once the boundary streets were done, the officers began systematically canvassing the streets from the Western and Northern boundaries (Knox and Hudson Avenue respectively). In this manner, they were to confront this area which had a high concentration of burglaries.

This design provided the best possible way of systematically administering Operation Identification. The process isolated the area which consistently provided a high concentration of burglaries. The Unit then systematically attacked this problem area with Operation ID, security checks and prevention literature. This would provide the best approximation of experimental conditions possible when dealing with such a problem. If, after isolating the area and attacking it in the manner described, this area continued to display its high concentration of burglaries then it could be argued that the burglary prevention methods outlined were of little value as a deterrent under such demographic conditions. If the crime concentrations changed significantly it would then be possible to reject this null hypothesis.

Close monitoring of the geographic locations of the burglaries reported in November and December brought the following results. In November (See Map #2) 67% of the burglaries were located within that Southeast corner. Noticeably, none occurred on Swan, Hudson, Willett, Knox or Myrtle - the boundary streets where Operation ID was initially concentrated. All the burglaries took place toward the center of this zone physically away from the initial thrusts of Operation ID.

Although the supporting evidence and the rigid controls over experimental conditions are lacking, this development could suggest that the Unit's efforts at Operation ID were pushing the burglaries before them. This contention could be supported by Case #115 (Map #2). This burglary took place on a street where Operation ID was being done. The officers had canvassed the street up to Street #408. While they were off duty the building at #409 was burglarized.

(This tendency for burglars to strike where Operation ID has not been done is also supported by at least three cases happening during November and December. In each of these cases a burglary took place

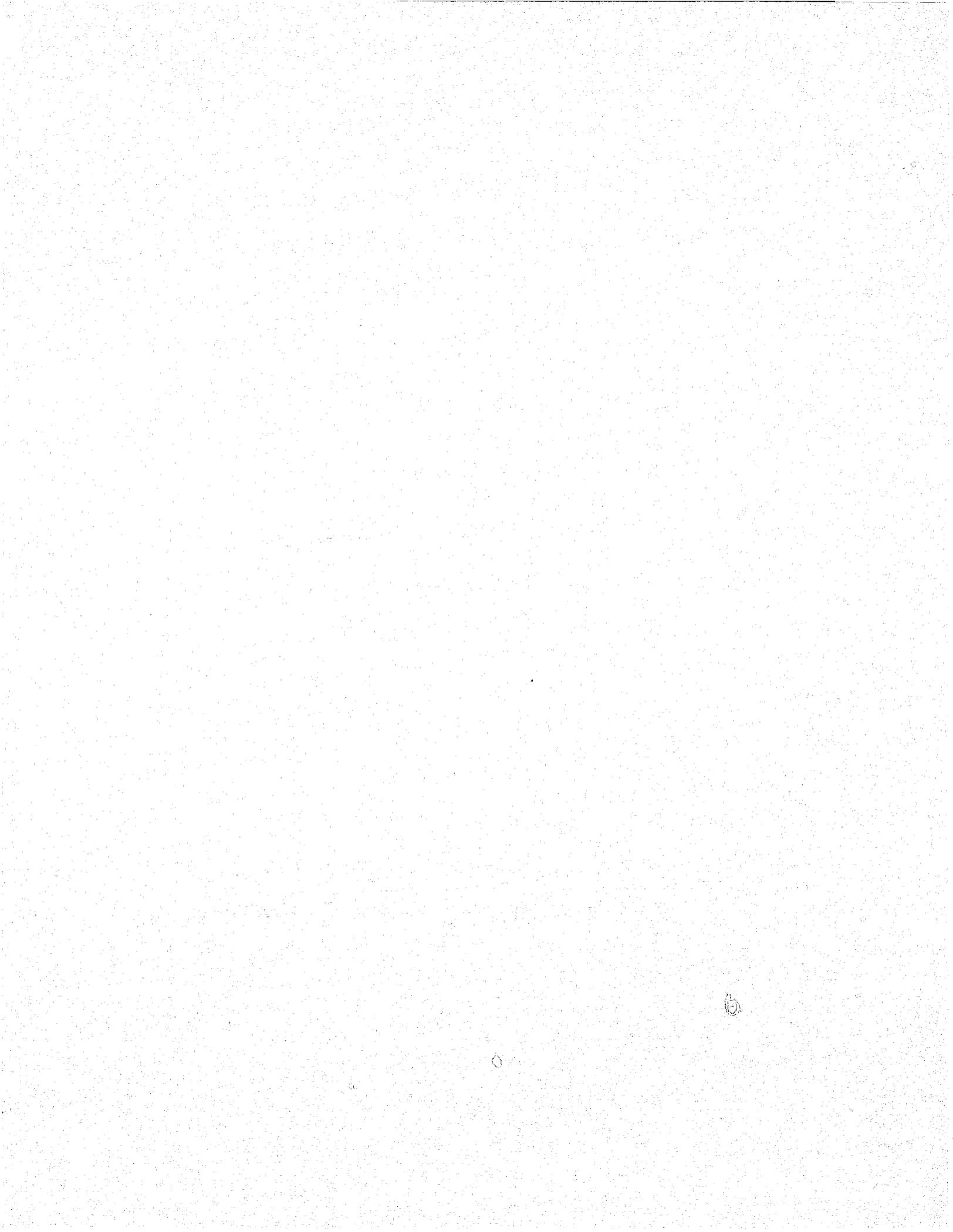
in an apartment building that had previously been canvassed for Operation ID - yet the burglaries occurred only in the apartments which had not subscribed to Operation ID - either due to the resident's unwillingness or the officer's inability to find them at home).

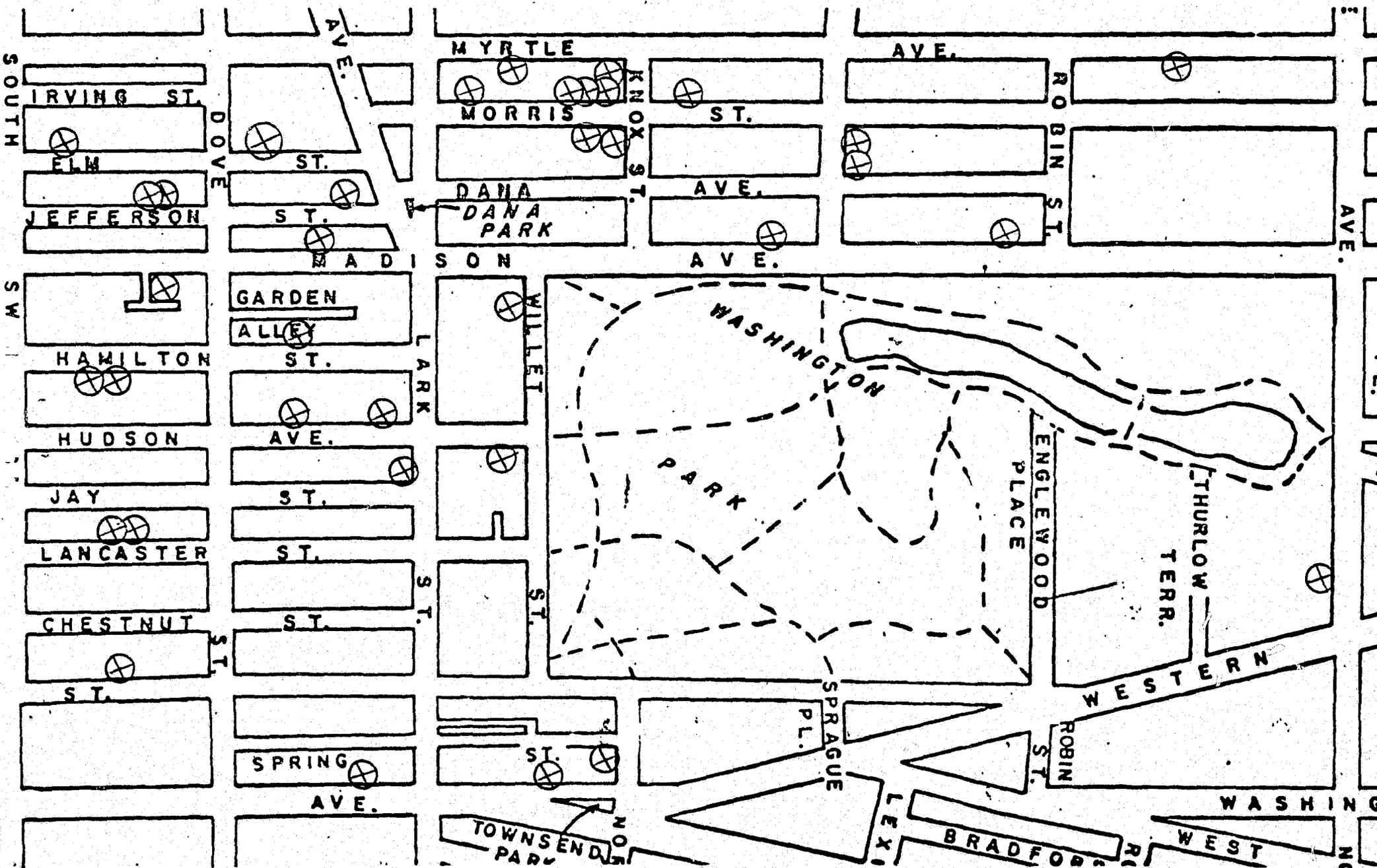
So, as seen on Map #2, the burglaries were concentrated in the center of the Southeast corner of Center Square during the month of November. December (shown on Map #3) shows an even greater change in the locations of the burglaries. The burglaries have moved completely out of the Southeast corner and were located in the Northeast corner. While this cannot be directly tied to Operation ID, it should be noted that by the end of the month of December, the Unit Officers had conducted Operation ID on each street in this area.

The suggestion that the changes noted in the geographic location of the Center Square burglaries were in response to the concentration of Operation Identification efforts was intriguing. Because of the abundance of intervening variables which are beyond control in an exercise of this nature, the geographic movement of burglaries cannot be conclusively linked to Operation Identification. At the time of the original analysis, it was felt that the movement of the burglaries was too closely orchestrated with the administration of Operation Identification to be totally a matter of coincidence. It could not be substantiated, but this hypothesis appeared sound.

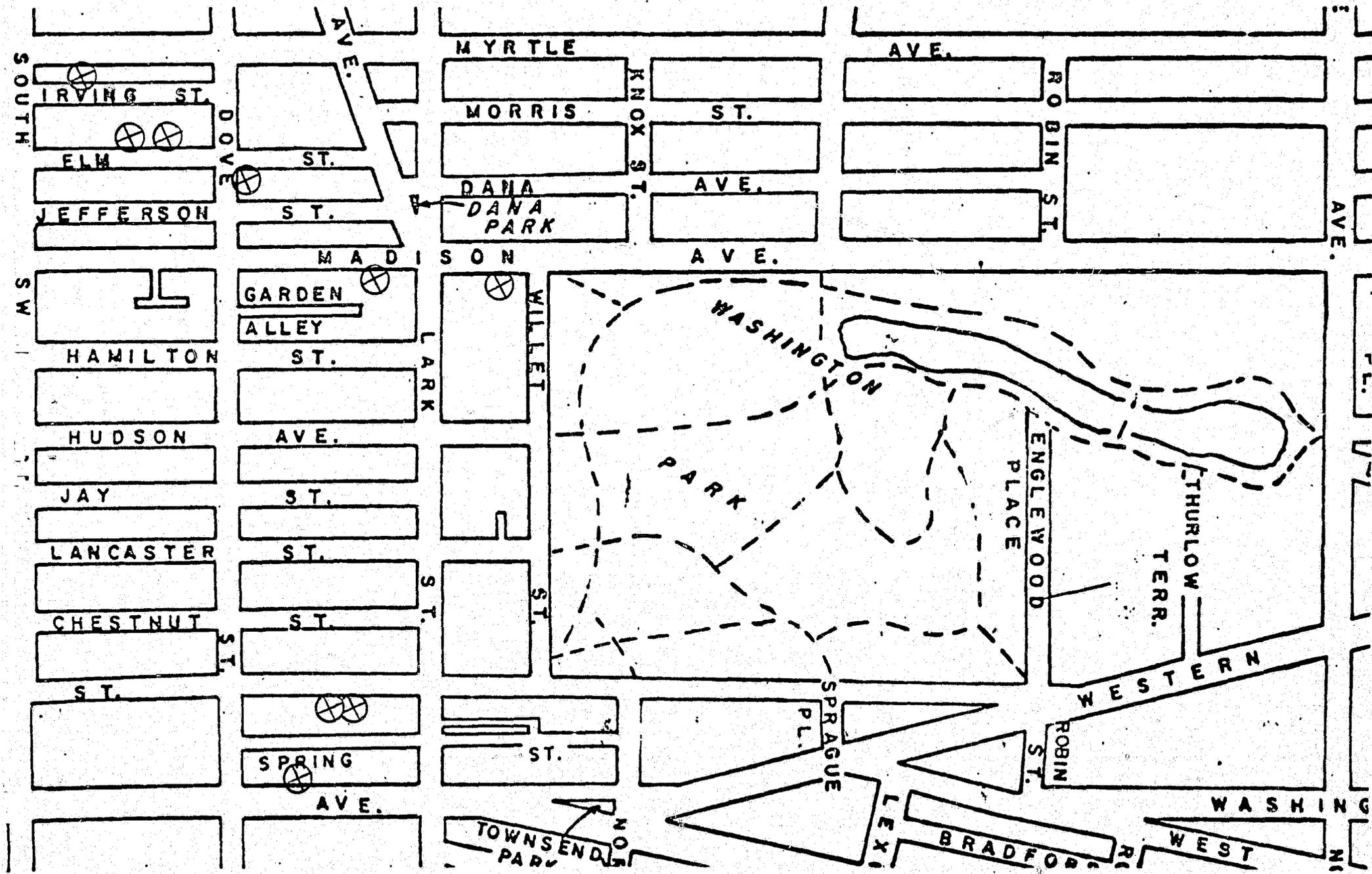
The first four months of 1976 have seen very little burglary activity in that Southeast corner. Only about 33% of the 1976 Center Square burglaries occurred in that section. This shows a large and consistent difference from the burglary rate distribution noted during the initial analysis. Again, this is not conclusive, but the thorough administration of Operation Identification is the only change that the Unit made with regard to this area. Now the proportion of burglaries concentrated in that area is much lower. This implies that the Burglary Unit's efforts to conduct Operation Identification is a contributing factor in the decrease in the number of burglaries reported.

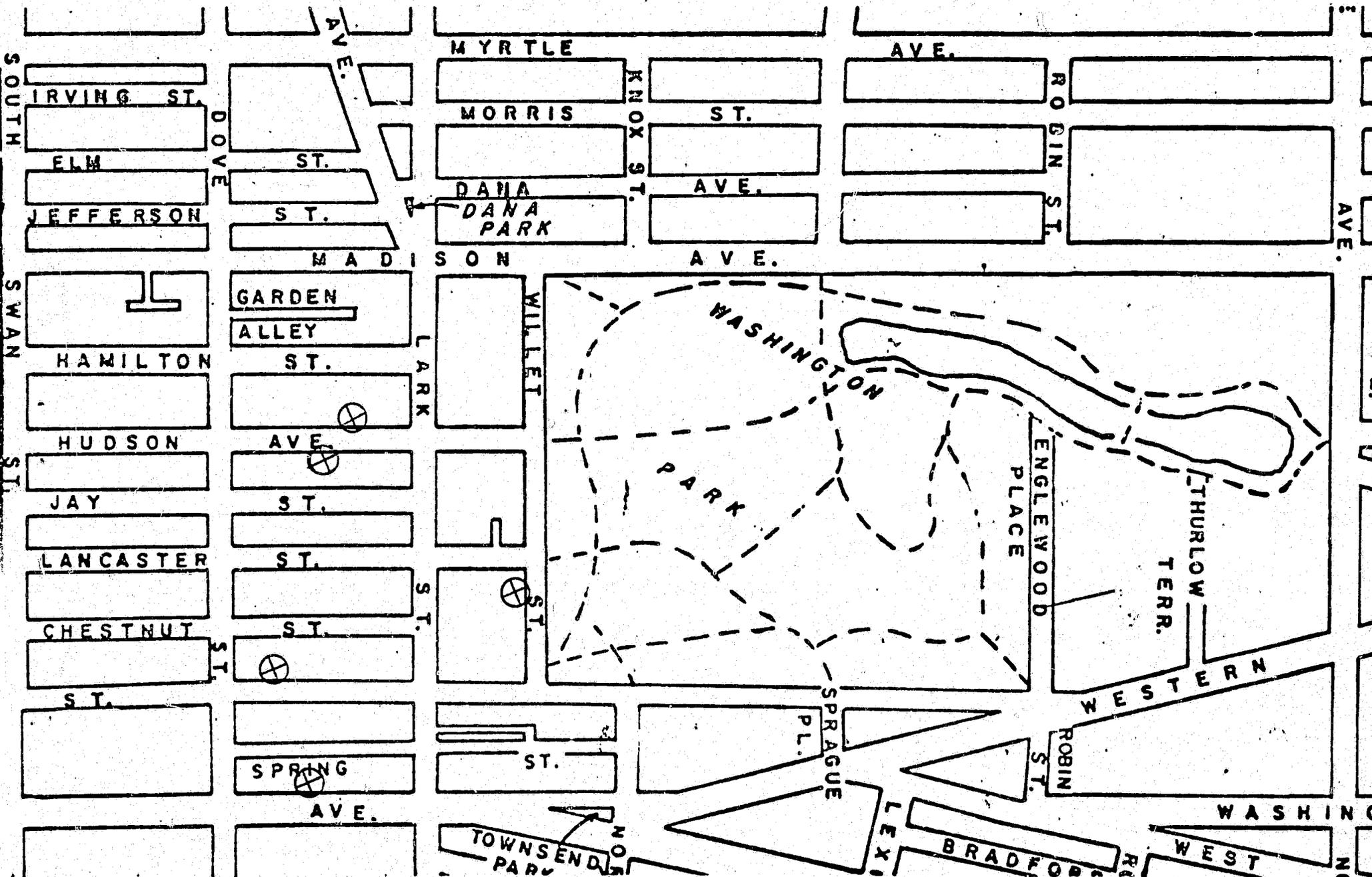
More time is needed to monitor this development. It is hoped that a final analysis of these fluctuations will allow some insight into the impact that can be expected from Operation Identification in such neighborhoods.

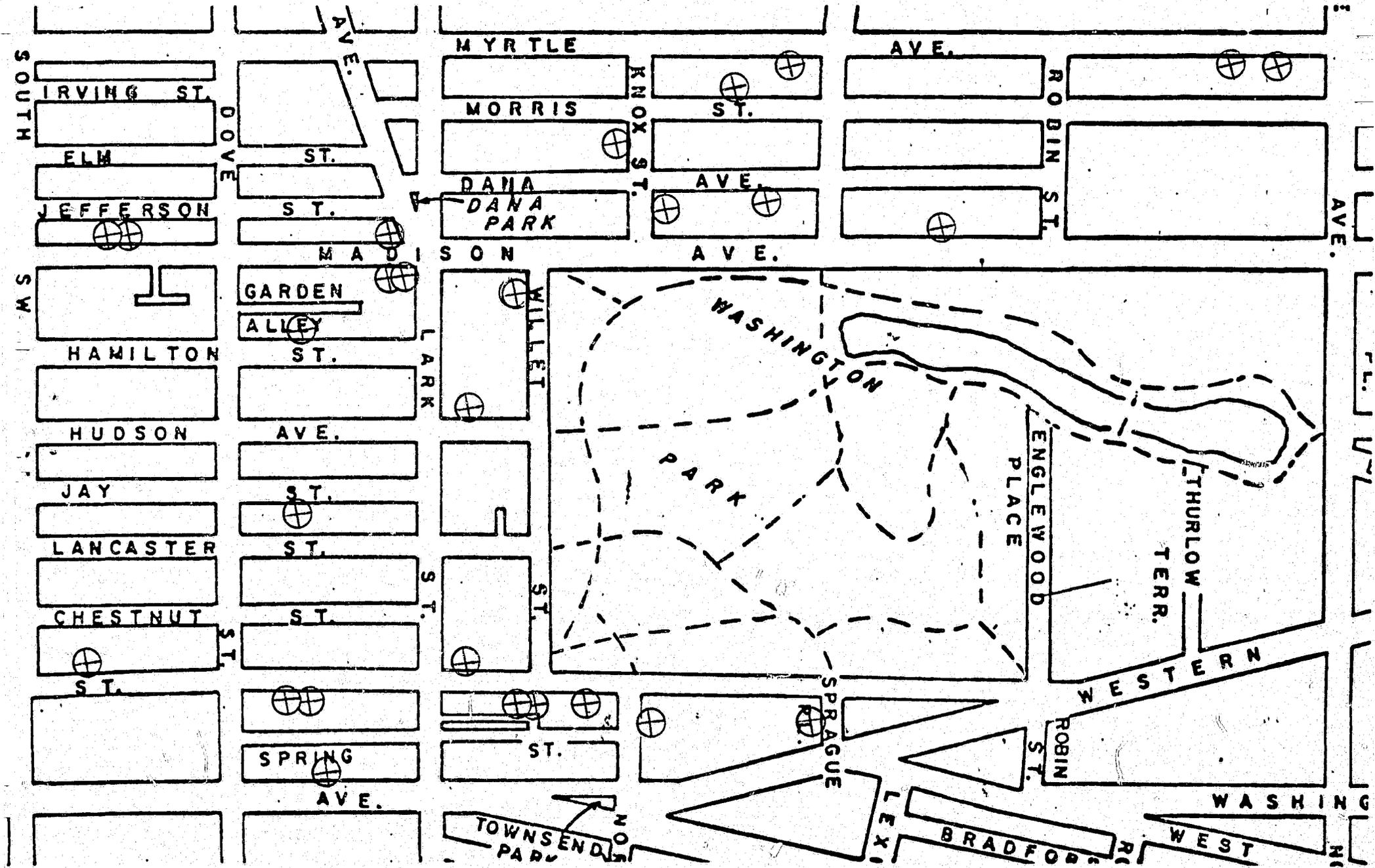


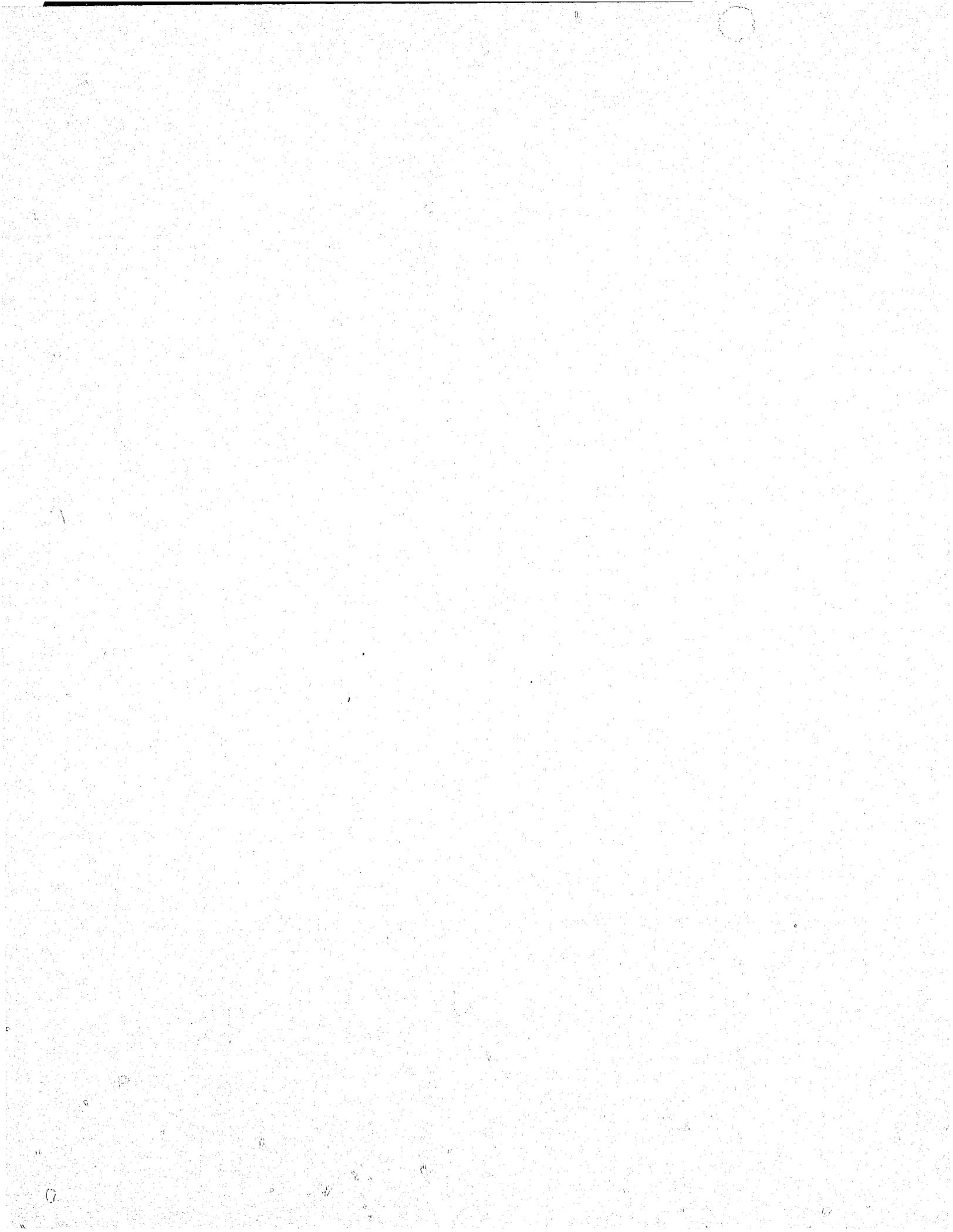


⊗ denotes 1 burglary









Personnel Evaluation

The Albany Police Department is in the process of establishing a personnel performance evaluation tool. The Burglary Prevention and Investigation Unit was chosen as one of two departmental units which would be used in testing the design for this evaluation.

The evaluation assesses the field performance and on the job performance of unit officers (no evaluation tool has been designed for civilian personnel at this time). The factors stressed are appearance, quality and accuracy of the officers' work, attendance and work habits, willingness to assume responsibility, judgement, resourcefulness, etc. (The actual categories are shown on a copy of the Officer Evaluation Form which is attached to the end of this section).

Since the Unit is being used as a "test case" the officers are evaluated every four months. The Commanding Officer is responsible for evaluating the men of the Burglary Unit. The individual officers are then informed of the outcome and given an opportunity for rebuttal.

This personnel evaluation process is the result of the Department's recognition that valid personnel decisions are vitally related to its law enforcement effectiveness. As evidenced by the evaluations generated by the Burglary Unit, this assessment of actual and expected personnel performance can be transmitted back to the line officers in a manner which improves both individual and operational performance.

DEPARTMENT OF POLICE
CITY OF ALBANY

OFFICER EVALUATION FORM

NAME OF OFFICER _____ DATE _____ UNIT _____

(circle the appropriate number)

FACTOR _____ NEEDS IMPROVEMENT _____ ACCEPTABLE _____
INADEQUATE WEAK FAIR GOOD OUTSTANDING

APPEARANCE

Clothing and equipment	5	4	3	2	1
Personal appearance	5	4	3	2	1
Posture and carriage in public	5	4	3	2	1

QUALITY AND ACCURACY OF WORK

Work is consistently	5	4	3	2	1
Completes assignments	5	4	3	2	1
Adheres to procedures	5	4	3	2	1

ATTENDANCE AND WORK HABITS

Willingness to work	5	4	3	2	1
Dependability	5	4	3	2	1
Adapts to situations	5	4	3	2	1
Professional attitude	5	4	3	2	1
Works with others	5	4	3	2	1
Can be relied on	5	4	3	2	1
Understands job meaning	5	4	3	2	1
Work interest	5	4	3	2	1
Good team worker	5	4	3	2	1

LOYALTY

Supports superiors	5	4	3	2	1
Willingness to assume responsibility even when not asked	5	4	3	2	1
Shows interest in self-improvement	5	4	3	2	1

INTERESTS AND ATTITUDES

Seeks help with problems	5	4	3	2	1
Willingness to learn	5	4	3	2	1
Attitude toward constructive criticism	5	4	3	2	1
Accepts direction and discipline	5	4	3	2	1
Attitudes toward departmental policies	5	4	3	2	1
Shows pride in his work	5	4	3	2	1
Contributes to Unit morale	5	4	3	2	1
Self confidence displayed	5	4	3	2	1

PUBLIC CONTACT

Attitude toward citizens	5	4	3	2	1
Ability to express himself and communicate	5	4	3	2	1
Ease and bearing displayed	5	4	3	2	1
Displays tact and discretion	5	4	3	2	1
Maintains self control	5	4	3	2	1

JUDGEMENT

Common sense	5	4	3	2	1
Judgement under pressure	5	4	3	2	1

EQUIPMENT

Displays care in the use of departmental equipment	5	4	3	2	1
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RESOURCEFULNESS

Deals with problems	5	4	3	2	1
Copes with ethnic, religious and personal problems	5	4	3	2	1
Suggests ways to improve performance and efficiency	5	4	3	2	1

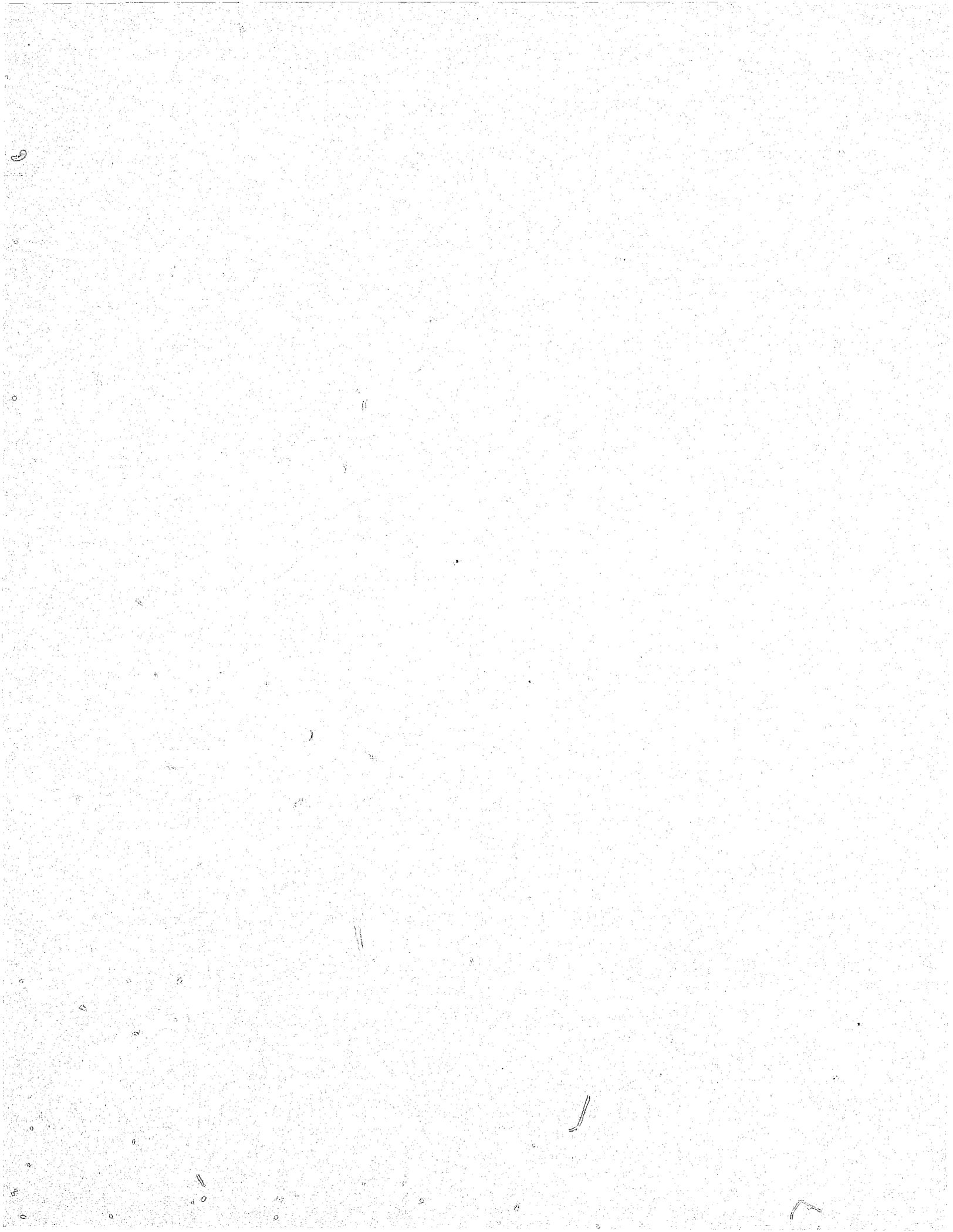
REPORT WRITING

Ability to express himself in writing	5	4	3	2	1
Uses proper grammar	5	4	3	2	1
Produces accurate, complete and neat reports	5	4	3	2	1
Is familiar with departmental forms and their usage	5	4	3	2	1

SUMMARY

Give your personal opinion of the officer as his supervisor. Explain any very high or very low ratings given to a particular officer, and also a summary as to his overall performance. In addition, identify a weakness of each officer and discuss the nature of the course of action which you will take in the near future to rectify this weakness. (i.e. counseling, additional training, etc.)

Use back of this page and any additional sheets if necessary.



END