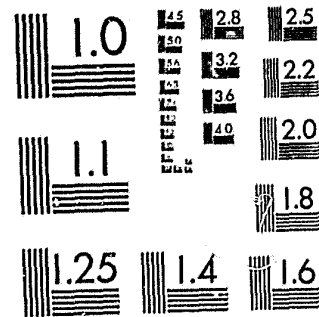


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 U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION		CATEGORICAL GRANT PROGRESS REPORT	
GRANTEE Department of Justice and Crime Prevention	LEAA GRANT NO. 79DF-AX-0137	DATE OF REPORT 12-31-82	REPORT NO. Final
IMPLEMENTING SUBGRANTEE City of Portsmouth Virginia	TYPE OF REPORT <input type="checkbox"/> REGULAR <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT Intergrated Criminal Apprehension Program	GRANT AMOUNT 329,949 + 133,333 = \$463,282		
REPORT IS SUBMITTED FOR THE PERIOD 8-1-79		THROUGH 10-30-82	
SIGNATURE OF PROJECT DIRECTOR 	TYPED NAME & TITLE OF PROJECT DIRECTOR Lt. Richard K. Gaddis, Project Director		
COMMENCE REPORT HERE (Add continuation pages as required.)			
<p>(SEE ATTACHED PAGES -vi- THRU 83)</p> <p>(INVENTORY ALSO INCLOSED)</p>			
<div style="text-align: center;"> <p>NCJRS</p> <p>MAR 15 1983</p> <p>ACQUISITIONS</p> </div>			
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NOTE: No further monies or other benefits may be paid out under this program unless this report is completed and filed as required by existing law and regulations (FMC 74-7; Omnibus Crime Control Act of 1976).			
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CHAPTER 1

DOING MORE WITH LESS AND DOING IT BETTER

Introduction

Police department budgets have not been spared from the need to cut funding for local government services. Layoffs of police officers are no longer unthinkable and have occurred in both small and large cities. The pressures caused by inflation, increasing crime rates, and decreasing federal grants, have forced reductions in the police budget. Police chiefs, city managers and mayors have realized that the usual ways of providing police services must be changed.

Despite these cutbacks, some police managers have realized that "more police services can be delivered with less." Traditional means of delivering police services are changing, and frequently changing for the better. This has been particularly the case in Portsmouth, Virginia.

Traditional Police Service Delivery

Police departments have generally enjoyed a favored position in local government budgets. Police chiefs would note that crime is rising or that the population has grown and that therefore additional police manpower was needed. Since these requests were seldomly denied, little incentive for increasing efficiency and productivity existed.

Supervisory personnel were usually preoccupied with manning all beats, with making sure all equipment was accounted for, and with staving off or quieting citizen complaints about police services. Little or no systematic attention was given to analyzing the tremendous amount of data

collected or to defining or pursuing specific objectives in the various neighborhoods patrolled. Watches were routinely "turned out." Officers, provided with little or no information or direction by their organization, hit the street to conduct patrol in their own very highly individualized manner. These officers had little or no knowledge concerning the primary problem areas in their beat. In addition, the actions taken by officers on different watches were often either inconsistent or contradictory to one another. The uniformed patrol division, usually the largest organizational element in a police department and the group most directly responsible for the delivery of services, was delivering low productivity at extremely high costs.

The "random" patrol discussed above had implications for both manpower and fuel costs. Surely no business could survive if it conducted its operations in a random manner. Yet, this is exactly the traditional police patrol style. The fuel costs involved in random patrol are tremendous when one considers, based on LEAA estimates, that 64,000 marked police units are in use each day, driving over eight million miles and consuming 1,152,000 gallons of gasoline. If 40 percent of this driving is random then approximately 460,000 gallons of gasoline per day could be directed away from random activity toward crime investigations and prevention.

An additional problem of the patrol force was its historically low status in comparison to other police units. Patrol was routinely staffed with the youngest, least experienced people. Since "real" police work was usually performed by specialized units, the driving ambition of patrol officers was to get "promoted" out of patrol. This low status stands in stark contrast to the actual role of patrol and its overall contribution

to departmental productivity. Patrol provides the first critical police response to almost all major crime and service incidents. Its personnel usually account for over 85% of all departmental arrests. The on-scene actions of patrol personnel are likely to shape the public's opinion of police services and the quality of the preliminary investigation performed by the first officer on the scene largely determines the success or failure of subsequent follow-up investigation by detectives.

While police managers were stressing the need to make more arrests, research showed that police officers were spending most of their time (perhaps as much as 85 percent) performing crisis intervention and order maintenance functions, leaving little time available for specific crime related activities. A clear conflict arises when one considers that police organizations place crime related activities at the top of their goals hierarchy while most of their time is, by demand, consumed in other non-crime related activities. The net result of this conflict has been confusion about how to best deliver police services and at least some abrogation of the crime related responsibilities of police departments.

The role of detectives was also poorly developed despite the special status enjoyed by members of the detective division. Detectives were told to investigate all crimes, whether or not any leads existed. Detectives were called to investigate incidents which could have been easily handled by the uniformed officer at the scene of the crime.

The constantly increasing pressures and demand for more police services, on both detectives and uniformed patrol officers, along with police unionization, constricting court decisions and increased political visibility have caused police agencies to assume an almost totally reactive style of operations. This reactive style of policing was reinforced by an

adequate supply of manpower and money, the funding priorities of the Law Enforcement Assistance Administration (LEAA), the lack of useful applied research on police organizations, and by the inherent reluctance of police organizations to change.

In summary, traditional police delivery is characterized by the following processes and assumptions.

1. Patrol cars must be seen throughout the city. Random patrol is a successful strategy for coping with crime problems.
2. Crime suppression is of a much higher priority than crime prevention.
3. Every citizen's request must receive an immediate response.
4. A uniformed patrol officer must be sent to the scene to take a report on every incident.
5. Every incident, including vandalism, theft of auto accessories, attempted burglaries and the like, must be investigated.
6. The functions of uniformed patrol and investigators/detectives are distinct and should be kept separated.
7. Crimes will be solved and the crime rate will be reduced if additional police officers are put on the street.
8. Patrol officers should be deployed in equal numbers at all times of the day.
9. The police and the prosecutor will inevitably be at odds with each other and can seldomly cooperate.
10. Citizen involvement in the delivery of police services is impossible to achieve.

Innovations in Police Service Delivery

This discussion of innovations in police service delivery is based on

four assumptions. First, innovations in police services have been difficult to bring about due to characteristics inherent in the police function and the manner in which police departments organize to carry out their daily activities. Second, change was brought about through the need to manage more effectively due to the "crisis" created by cutback management. Third, the changes adopted by some police departments as a result of the need to do more with less have resulted in improvements in police service delivery. Fourth, federal programs such as the Integrated Criminal Apprehension Program (ICAP), led to positive and long lasting changes in police departments.

The Integrated Criminal Apprehension Program (ICAP)

In 1975, the Law Enforcement Assistance Administration (LEAA) began to support a law enforcement program known as the Integrated Criminal Apprehension Program (ICAP). The ICAP program was designed to focus on (1) the development of a system of operations management; (2) improved resource allocation; (3) expansion of uniformed patrol capabilities and responsibilities; and (4) the integration of police order maintenance functions with crime prevention, crime repression and apprehension.

ICAP represented a process of police service delivery based on data collection, analysis, planning and service delivery (Figure 1). ICAP represented an improvement over both the historical experience model and the evaluation and feedback model (Figures 2 and 3). Many cities and states adopted various parts of the ICAP process. More communities, both large and small, could benefit by adopting the ICAP model of service delivery.

ICAP MODEL AND LOGIC FLOW

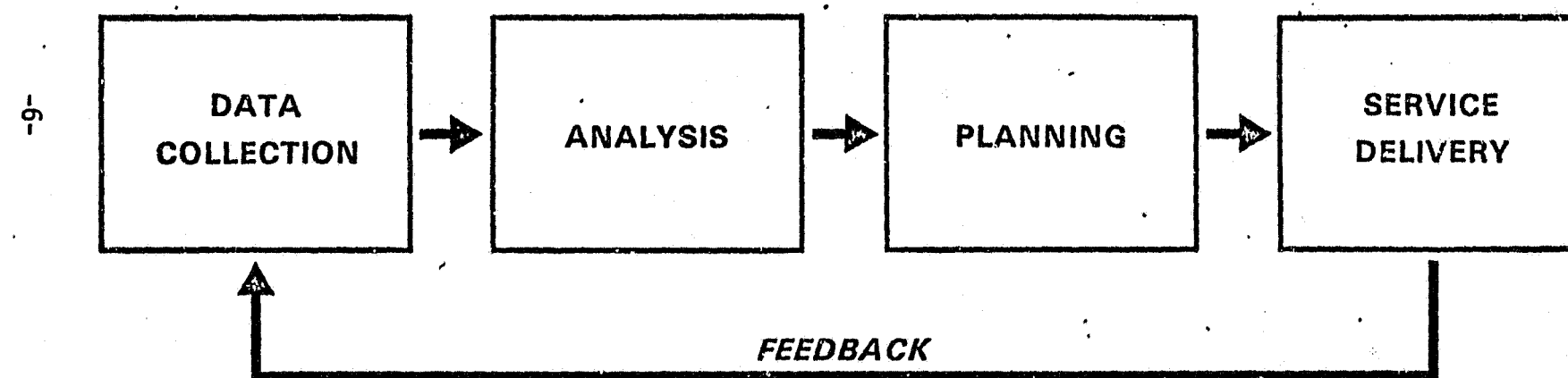
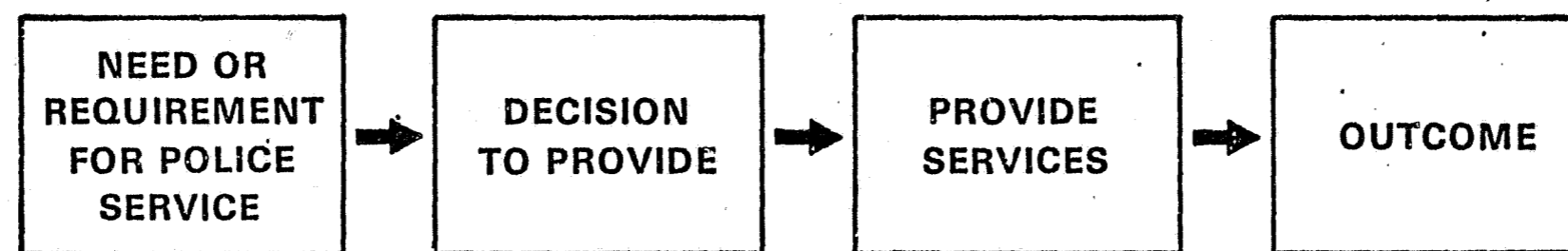


Figure 1

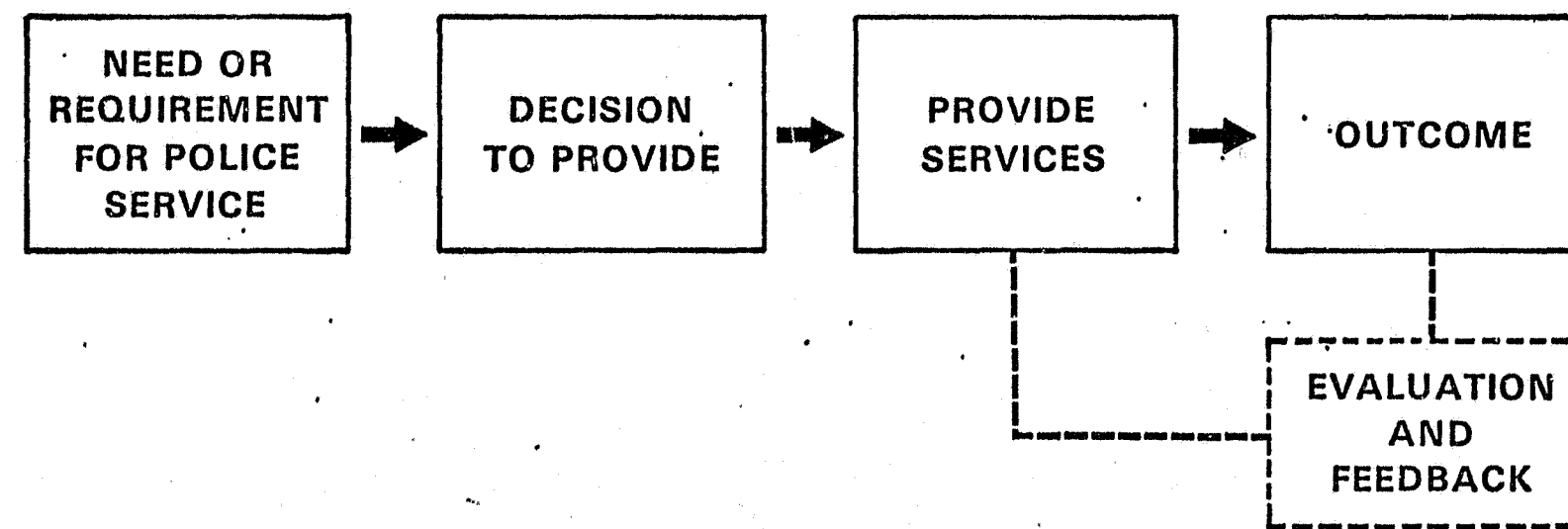
SERVICE DELIVERY BASED ON HISTORICAL/EXPERIENCE MODEL



- **INFORMAL PLANNING AND EVALUATION**
- **DECISIONS BASED ON PAST EXPERIENCE AND TIME HONORED TRADITIONS**
- **INCONSISTENCIES CAUSED BY STAFF TURNOVER**

Figure 2

SERVICE DELIVERY BASED ON EVALUATION-FEEDBACK MODEL



- **INFORMAL PLANNING BY NONOPERATIONAL ELEMENTS OF THE DEPARTMENT**
- **INFORMAL DECISIONMAKING BASED ON UNSTRUCTURED METHODS**
- **AN EX POST FACTO OR PASSIVE EMPIRICAL PERSPECTIVE**
- **INCONSISTENCIES CAUSED BY STAFF TURNOVER**

Figure 3

Developmental Activities in Police Agencies

Developmental efforts in police agencies have primarily focused on upgrading administrative systems or improving the functioning of specialized operating units. Surprisingly little attention has been directed toward patrol operations. Indeed, it has only been the past few years that serious study of patrol and efforts to improve its conduct have been attempted.

This refocusing of developmental efforts has partially been spurred by a growing awareness of the limited capacity of administrative systems and specialized operations, themselves, to achieve significant crime control gains. It has also been stimulated by increased recognition that patrol elements (1) constitute the first and often the most critical police response to crime and emergency service incidents; (2) account for the overwhelming majority of arrests for serious crimes; (3) provide, as the largest single department element, a collective capacity for surveillance, problem identification, and information collection far greater than other units. While patrol's central role in the police crime control response has been recognized, important challenges have been leveled at the traditional methods for conducting patrol. Research in the Kansas City and San Diego Police Departments, for example, has questioned the validity of long standing assumptions regarding random preventive patrol, response time and field interrogation. These studies have not depreciated the importance of police patrol. Rather they have demonstrated that significant time and manpower resources exists within present police systems to develop and implement focused patrol strategies which are more personally satisfying to officers and which are potentially more powerful

mechanisms for addressing crime and other police problems. Recent research by the LEAA Rand Study on criminal investigation further supports greater developmental emphasis toward patrol. Rand's findings indicated that the primary determinant of successful criminal investigations was the extent and quality of information uncovered by the patrol officer during the preliminary investigation. When competent information was developed by patrol, detective action to solve a case involved essentially routine processing. When such information was absent, the case was not likely to be solved.

Little developmental attention was paid to the routine operations of the patrol force. Personnel strength of the basic patrol force, in some police departments, has been depleted to a relatively low level (40 percent) as a result of assignment of individuals to various specialized units or plain-clothes details. That critical manpower situation has been aggravated by a number of other factors. The calls-for-service workload has been increasing. A high turnover rate (14 percent) in past years left some patrol units staffed with relatively young and inexperienced officers. Manpower is not efficiently deployed as the result of a historic reliance upon a platoon system which deploys personnel equally across all three shifts, although it is abundantly clear that neither calls-for-service nor crime are so equally distributed. The patrol force in most departments, during peak hours of crime, are near totally reactive to citizen's calls-for-service. At the same time, excessive manpower may be on the street during the relatively slack periods of the early morning hours.

Some departments do recognize that a complete rethinking of the patrol function is necessary. This reexamination and the ensuing developmental efforts are faced with the task of rebuilding and enlarging, within the

range of presently available resources, a young and near totally reactive patrol force into an efficient, effective and proactive crime control and community service mechanism. This effort requires a complete reexamination of the present allocations to patrol and the manner in which patrol resources are utilized.

Statement of Objectives for the Integrated
Criminal Apprehension Program

General Objectives

To improve police patrol resource allocation and deployment tactics and strategies based on systematic data collection and analysis; to decrease crime target vulnerability to improve patrol force investigative, apprehension and prosecution of career criminals.

Specific Objectives

1. The extension of primary responsibility for preliminary investigations to patrol officers.
2. Revision of the offense reporting system to:
 - a. Improve the quality of the data captured in preliminary investigations.
 - b. To incorporate a solvability factor schedule to the offense report.
 - c. To provide more effective report flows and control of offense report to the Crime Analysis Unit.
3. As an adjunct to the offense reporting system, establishment of a case review operation which:
 - a. Enforces quality controls on preliminary investigations.
 - b. Accomplishes intake screening to determine if follow-up investigation is appropriate.

- c. Provides central control on all follow-up investigations.
- d. Provides quality control checks on all cases forwarded to the prosecuting attorney for prosecution.

In order to accomplish the specific objectives stated above, ICAP stressed the development of in-house task forces to review departmental activities and to recommend revised courses of action. In addition, ICAP was designed to provide training to patrol officers, field training officers and supervisors at all levels of the police department.

Habitual Offender/Career Criminal

An important component of ICAP focused on the habitual offender/career criminal. Through ICAP police agencies were charged to:

- Mount a more concerted attack on serious crimes (homicide, rape, robbery and burglary), and crimes committed by repeat offenders and career criminals; and
- Heighten citizen satisfaction with the department and the service it renders.

The career criminal emphasis was to come about by:

- Improving the case file control system to strengthen prosecution filings so that better charging rates are achieved for serious crimes and for incidents involving designated career criminals.
- Establishing and maintaining, through the Crime Analysis Unit and intelligence coordinator, a mug shot/MO file of career criminals and repeat offenders to facilitate the identification of potential suspects in investigations.
- Training patrol officers to identify and recognize a photograph of 60 percent of the career criminals and know the names of 80 percent of the career criminals.

It was anticipated that the implementation of the above stated objectives would lead to:

- Increased preliminary investigations by patrol force.
- Increased suspect identification from preliminary investigations.
- Increased investigation by patrol force.
- Increased clearances from suspect identification and arrests.
- Increased arrests by patrol force.
- Increased number of patrol force arrests accepted for prosecution.
- Increased career criminal arrests by patrol force and prosecution of career criminals.
- Decreased follow-up investigative load for investigative division.
- Increased attempted burglaries/larcenies resulting from target hardening techniques (decreased burglaries/larcenies).
- Increased security surveys conducted by patrol force.
- Increased directed crime prevention target hardening tasks conducted by patrol force.
- Increased tenure and seniority within patrol force.
- Increased patrol force strength in relation to agency strength.
- Increased operations--training exchange for training purposes for upgrading of patrol force activity.
- The patrol upgrading is envisioned as a multi-year development effort.

Patrol Operations

The ICAP philosophy had substantial impact on patrol operations. Patrol officers were to increasingly assume directed patrol activities, thereby replacing random patrol time with pre-programmed activities focused toward specific crime, traffic, or neighborhood problems. In addition, as a regular

part of the patrol function, patrol officers were trained to conduct security surveys and crime prevention activities to decrease the rates of victimization for targeted individuals and groups. Patrol's role in crime prevention was further enhanced by requiring patrol officers to participate in community meetings to enlist greater citizen cooperation and participation in crime prevention, crime reporting, crime solving and prosecution. Finally, field training officers were expected to field test beat profiling techniques as a means for increasing officer understanding of area problems and for designing directed patrol strategies.

The ICAP philosophy was based on the idea that these new roles for patrol officers would lead to:

- More effective allocation and management of patrol time to permit the accomplishment of better field investigations and goal-directed patrol strategies.
- Improved preliminary investigations and case processing by patrol officers.
- Broadening the scope of responsibilities assumed by patrol officers.
- Improved apprehension and charging rates for the perpetrators of violent crimes (particularly homicide, rape, and robbery and burglary).
- More effective monitoring, apprehension, and charging of career criminals and repeat offenders.
- Increased status for patrol.
- Increased job satisfaction for patrol personnel.
- Expanded crime prevention efforts with greater citizen participation in such programs.
- Increased citizen satisfaction with the general performance of the police department and with the quality of service delivered by its personnel.

The Integrated Criminal Apprehension Program (ICAP) seeks to modernize patrol operations and to achieve greater efficiency and effectiveness in controlling serious crime within the present complement of sworn officers. ICAP permits the introduction of several new systems which should substantially enhance the quality focus and productivity of departmental operations. The program's personnel development component should significantly advance the skills of patrol personnel to perform more effectively in the field and to participate more fully in patrol planning.

The increased awareness of different approaches to patrol styles should not only provide input to near-term or tactical planning but, over time, it should also serve to stimulate innovation from within the patrol ranks. The net result of ICAP should be a patrol force more able to identify specific crime or service problems in the community and to effectively develop creative responses to those changing conditions.

ICAP promises not only a substantial increase in team work between department members but also a substantial enrichment in the job of the patrol officer. Successful implementation should serve to significantly upgrade the status of the patrol assignment and should prove both more challenging and more satisfying to the individual officer.

ICAP - General Conclusions

The ICAP model of service delivery described in the preceding pages represented a new way to manage for police departments. The "old" ways of doing things would have to change in order to implement ICAP.

Much of what has been written about planned change and organizational development focuses upon the need to involve all levels of management in the decision-making process. Participation in the change process tends to

generate ownership of change. Ownership results in the actual implementation and institutionalization of change within the agency.

Many of the changes implemented in Portsmouth can be carried out throughout the country. Uniformed patrol officers can play a more significant role. Information usable for street supervisors can direct police activities to community problem areas. Detectives can focus on those cases most likely to be solved. More can be done with less if police agencies will consider the possibility that innovations can lead to positive results for both the members of the police agencies and the community served.

While it is true that the changes discussed in this paper could be transferred to police agencies throughout the country, the fact is that most agencies are still "doing things the way they used to." This monograph will explain in detail why and how the City of Portsmouth changed its police department. It is hoped that the reader will be able to better understand the process of change by understanding how one city was able to make dramatic improvements in its police management and operations.

CHAPTER 2

DEPARTMENT AND COMMUNITY PROFILE

Community Description

Portsmouth is part of the Norfolk-Portsmouth SMSA. This SMSA, which includes Norfolk, Portsmouth, Chesapeake and Virginia Beach, is congruent with what is commonly called the Tidewater area. The SMSA covers 692 square miles and has a population of over one million; military bases and the tourist industry have established a significant presence in the area. Portsmouth, with 105,000 persons per 30 square miles, is the most industrialized, least wealthy city in the SMSA. Portsmouth is bordered by other cities along its land boundaries and has no room for expansion.

The geography of Portsmouth has been a prime influence on its history and economic development. Situated midway along the Atlantic seaboard at the hub of Hampton Roads, one of the world's finest natural harbors, Portsmouth is accessible to all of the major market centers of the nation and the world. The city lies at the confluence of the Elizabeth and James Rivers, which feed into the mouth of the Chesapeake Bay. These rivers provide Portsmouth with deep-water and ice-free channels to her waterfront, and are navigable by the largest naval vessels and ocean-going merchant shipping.

The Portsmouth economy has long been dependent upon the city's port facilities. The largest U.S. Naval Shipyard, in particular, has had a very significant presence in Portsmouth since 1767.

Demography

The 1980 U.S. Census showed Portsmouth with a population of 104,577. The city experienced a slight decrease in population between 1977 and 1980.

The racial composition of Portsmouth has shown a moderate trend toward a larger proportion of Blacks in the population. The 1980 Census revealed about a 60 percent white/40 percent Black mixture.

The people of Portsmouth do not fare particularly well in their income levels and educational achievement. According to the 1970 Census, median family income was \$8,280, and 18.9 percent of Portsmouth families had incomes below the official poverty level. Only 13.4 percent had incomes of \$15,000 or more.

Among Portsmouth residents age 25 years or older, the median school years completed was 10.7 years. A percentage of 33.4 had less than a ninth grade education, and only 6.2 percent had completed four years of college or more.

Not surprisingly, the poorest, least educated segment of the community is concentrated in the "central core" (actually the easternmost portion) of the city; i.e., the oldest section of the city that includes and surrounds the "downtown" area and is contiguous to the naval shipyards. This area also includes concentrations of the aged, the very young, fatherless homes, a high fetal death rate, and a host of other negative social indicators.

The residents of Portsmouth can be roughly divided into three sub-populations: (1) the residents of the inner city or "core area" mentioned above; (2) the remaining civilian population, residing in a broad suburban area that forms an arc around the inner city; and (3) the military personnel,

a very transient subpopulation. Certainly none of these subpopulations is homogeneous, and further description and breakdown would be useful. The greatest deprivation among these three groups is present in the "core area."

Economic Base

Portsmouth's economy is closely linked to that of the surrounding area. As one illustration of the degree of interdependence, over 30 percent of Portsmouth's working residents work outside of Portsmouth; likewise, almost 30 percent of Portsmouth's work force resides elsewhere. The greatest degree of this interdependence is with Norfolk, where about 9,000 Portsmouth residents work.

The Naval Shipyard is by far the largest potential employer and source of economic input in Portsmouth providing many civilian as well as military jobs. The private sector of Portsmouth's economy consists mostly of small industrial plants employing, for the most part, semi-skilled, low-wage workers.

Wages paid in Portsmouth are considerably lower than those paid in surrounding areas and in the State. In a study that ranked 14 major localities in Virginia, Portsmouth ranked 13th in average level of wages paid. One important factor that accounts for the low wage level is the lack of new industrial development.

Departmental Profile

The City of Portsmouth is governed by a City Manager-Council form of government. A separate position of Director of Public Safety does not exist. The Chief of Police is appointed by and is directly responsible to the City Manager.

The Police Department comes under the purview of the Portsmouth Civil Service Commission. This Commission was established according to the City Charter in 1936. It is composed of three persons whose responsibilities include the establishment of suitable rules and regulations governing the employees of the Police and Fire Departments, excluding civilians, the Chiefs and Deputy Chiefs. The Civil Service Commission was created primarily to remove politics and religion and other potentially discriminatory factors from classified service.

In 1972, internal problems within the police department had rendered law enforcement inefficient throughout the city. Morale was at a low ebb, with numerous cliques operating within the sworn command structure.

The problems of the department were highlighted to the City Administration, City Council and the public through the results of a State Police and Grand Jury investigation of alleged police corruption. Following the Grand Jury investigation the Chief of Police retired, as did the City Manager at a later date.

Under the direction of a new acting Chief of Police, a thrust in departmental reconstruction was experienced. A Plan was prepared to meet the standards established by the National Advisory Commission on Criminal Justice Standards and Goals was developed. Implementation of this plan started in October of 1974, while still more changes were occurring in the police department administration. A permanent Chief of Police with a substantial Managerial background in the U. S. Army was appointed, and immediately established as his goal, the institution of firm management concepts within the department. The acting Chief was subsequently appointed Assistant Chief, and during the next two years the following objectives were accomplished.

1. Effectiveness and efficiency of Departmental administrative processes and procedures improved.
2. The level of community involvement in the crime prevention process role. Public service and responsiveness within the Department improved.
3. Relationships with other elements of the criminal justice system improved, and the police product, cases and testifying, also improved, as did the responsiveness of the Warrant Squad, Central Files, and Property and Evidence.
4. The crime rate leveled off in 1975 to a .1% increase, and in 1976 showed a decrease of 5.5%. The rate of reported total part 1 offenses for the year of 1976 was the lowest that it has been since 1973.
5. The clearance rate for part 1 offenses improved during 1975 by 17% over 1974 rates. This clearance rate was equal to the 1975 national clearance average for cities the size of Portsmouth. During 1976, this clearance rate was exceeded by 12%.

The Portsmouth Police Department is currently staffed by 208 sworn officers responsible for Law Enforcement within a 30 square mile area of Southeastern Virginia. The department has a 1.9 ratio of sworn officers per 1,000 population, and operates on a 3.4 million dollar budget. A high turn-over rate subsequent to the internal problems experienced in the department during 1972 and 1973 has declined to a 4.3% turn-over rate during 1976. The average age of sworn officers in the department is currently 32 years, with 93 officers either enrolled in college programs or having completed requirements for college degrees.

In September 1976 the permanent Chief resigned to accept a position as

Chief of Police in another city and the Assistant Chief, E. Ronald Boone, was appointed his replacement. New priorities under the current administration include maximum use of personnel and physical resources, eliminating over specialization and stagnation, and assuring that all departmental personnel make a positive contribution to the overall progress of the department.

CHAPTER 3

UNIFORM PATROL

Patrol Management

Introduction

Historically, the patrol function in police departments has not been managed. While supervisory and command personnel were often preoccupied with manning all the beats, with making sure all equipment was accounted for, and with staving off or quieting citizen complaints about police service, little or no systematic attention was given to defining or pursuing specific objectives in the various neighborhoods patrolled. Watches were turned out. Officers, provided with little or no information or direction by the organization, "hit the street" to conduct patrol in their own highly individualized manner. With this state of affairs in patrol, the largest organizational element and the group responsible for the primary delivery of police services, police agencies were delivering low productivity at high costs.

The primitive state of police patrol operations nationwide has become better understood in recent years as empirical research has begun to study its patterns of operation and payoff. Such examinations have generated a renewed emphasis on patrol not only because of obvious needs for improved productivity but also because of a recognition of the enormous potential of patrol to deliver more effective crime control and public safety services than the smaller specialized units which were so popular during

the last decade. The importance of patrol has become better understood as research has also begun to strip away the mythology which shrouded investigative elements.

Establishing police operations which are flexibly responsive to community needs establishes a number of requirements for a police organization. One of the most critical is that patrol must be managed (Figure 4). Specifically,

1. workloads must be clearly defined;
2. resources must be effectively scheduled and carefully husbanded;
3. decision-making systems must be operative which can quickly identify community needs, define precise objectives and appropriate strategies; and
4. the organizational capability must exist to quickly and effectively mount defined field responses.

Background

One of the first written reports concerned with improving the management of patrol operations was the National Advisory Report on Standards and Goals published in 1973. This report recommended fuller development of the patrol officer role (Standard 8) and that crime analysis units be utilized for police patrol management (Standard 4.2).

In 1975 the Law Enforcement Assistance Administration (LEAA) made a survey to determine if implementation was being made with regard to the recommendations of the Standard and Goals Committee. A survey of 20 police departments servicing populations of from 80,000 to 450,000 people showed that there was only one department that allowed the patrol officer to conduct

a thorough preliminary investigation. Another department had a crime analysis unit that served the patrol operation and that department was presently engaged in having to retrain its patrol force in preliminary investigations and revising drastically the offense report that had been used by the department for over 10 years. In 1975, this one crime analysis unit was only one-year old.. Another major department with over 1,500 sworn personnel required its patrol officers standby at the scene of a crime until two detectives arrived. In many cases the patrol officer had to wait 40 minutes for the arrival of detectives and the patrol officer was required to take only rudimentary data regarding the crime.

A survey of readings in police field practices reinforces the need to develop a more productive role for the patrol force. In the early 70's, many departments began experimenting with team policing in various modes. Experienced police professionals in analyzing the team policing concept recognized that team policing was an effort to restore responsiveness and responsibility to the patrol operation. Specialized policing forms, such as task forces and tactical units, had shouldered most of the responsibility of general police services away from the patrol operation. While departments were slow to change the role of the patrol officer, LEAA continued to provide hundreds of million dollars for college education opportunities for police officers and for mandatory police training. It would stand to reason that more was expected out of the patrol officer than that he be a watchman at the scene of crime.

The Integrated Criminal Apprehension Program (ICAP) makes the initial preliminary investigation report by the on-scene patrol officer the major and most important initial investigation report precipitating identification of career criminal activity. The crime analysis unit assures that the

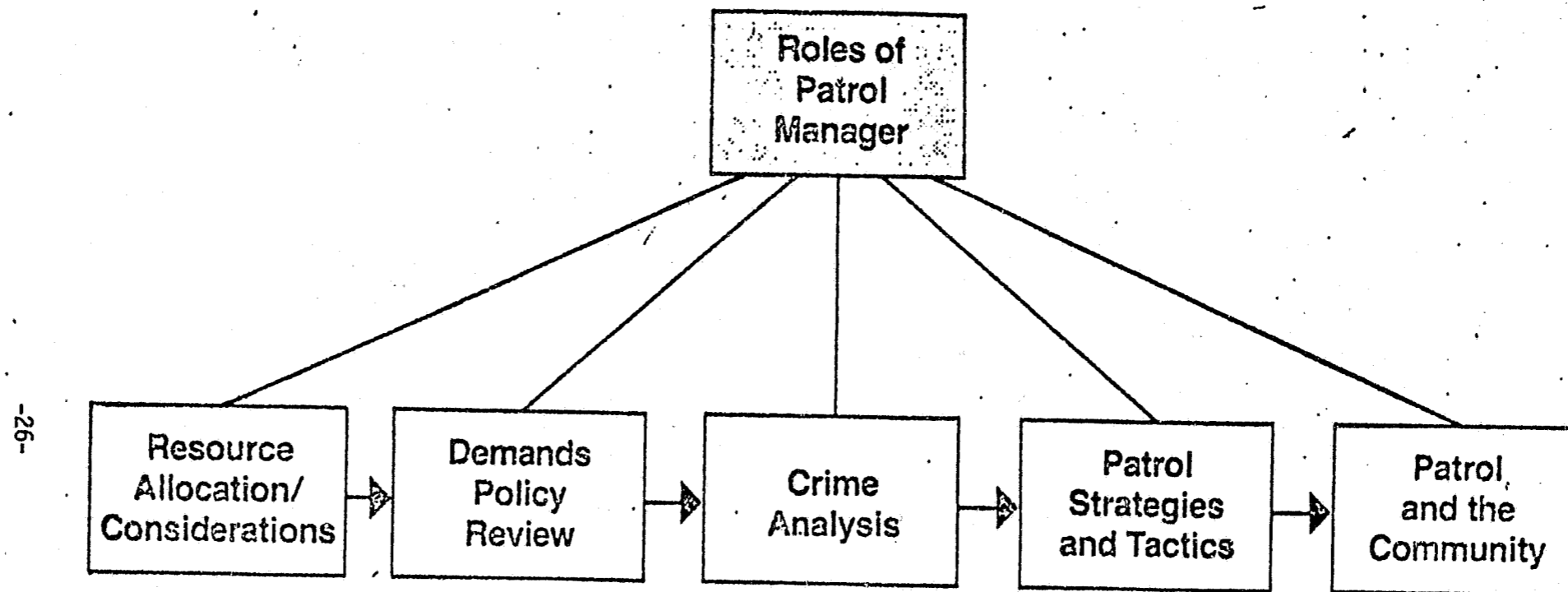


Figure 4

patrol offense report is utilized to its best advantage in developing the principal tactical strategy for the criminal apprehension process.

Whether the patrol operation is gauged by the number of personnel, or the cost of the operation, it is the mainstay and muscle of any law enforcement agency. Between 50 and 70 percent of sworn personnel are generally assigned to patrol. The police, and especially the patrol operation, is very labor intensive. As much as 89 percent of many police budgets are devoted to labor costs.

Patrol has usually been performed in a haphazard basis. The patrol officer is seldom provided with directed activity or systematic information about the problems of his patrol beat. Because of this information void, the patrol has usually operated in random and ad hoc fashion. Supervisors have likewise been lacking information needed to develop specific patrol tactics.

Through development of more responsibilities for the patrol officer, ICAP has been altering the availability of information developed by the patrol operation for criminal apprehension and follow-up investigation needs. Patrol responds to all crimes and make up to 95 percent of all arrests made by a police department. The information gathered, witnesses interviewed, evidence observed, protected and developed by the patrol officer is, without any doubt, the most vital factor contributing to establishing a suspect identification or apprehension possibility. Far too many departments have allowed the responding patrol officer to do little more than take and report on who made the complaint and why.

Patrol Management in Portsmouth

Portsmouth's effort to improve patrol management were based on an analysis of the nature of patrol operations and affected time management, the organization of the patrol force and directed patrol management. All of the changes discussed below were initiated along with training for the command staff and the first line supervisors.

Time Management

The first program year of ICAP placed heavy emphasis on acquiring the time which would permit patrol personnel to accomplish better field investigations and to mount purposeful patrol strategies. The department carefully examined time expenditures in patrol to insure that all activities being performed by sworn officers were necessary and proper, and to identify ways to streamline the execution of appropriate activities. A call prioritization system was implemented that screened called for service so that departments' response would better fit service demands. Calls that do not require immediate police response are delayed and those calls requiring immediate response are dispatched. Delayed calls are "stacked" so that officers have more time to complete preliminary investigations and planned patrol activity. The call prioritization system, for the first time, allowed the officer to be guided by self-directed activities and the need for services rather than by the radio. Officers were no longer "chased around town" to answer every mundane non-crime related call for service.

Patrol aides were hired to serve as paraprofessionals in order to free officers from engaging in non-crime related, routine duties that do not require the attention of sworn personnel. An additional unanticipated benefit of

the patrol aide program was that a "base" was set up for recruiting individuals between the ages of 18 and 21 for police work.

Portsmouth selected its patrol aides in much the same manner as sworn officers and provided the aides with a combination of classroom training and field training in general police procedures. The duties of patrol aides included any function for which the presence of a sworn officer was necessary. These duties included activities such as funeral and other escort services, traffic control, assisting disabled motorists, issuing parking tickets, taking cars to the city garage and delivering city council agendas.

In May, 1977 Portsmouth established a Tele-Serv Unit to handle reports by telephone and by walk-in. The Tele-Serv Unit, staffed by sworn officers (often individuals assigned to light duty), prepared offense reports on offenses such as grand and petit larceny, destruction of property, missing persons, and annoying and obscene telephone calls. In addition, the Tele-Serv Unit was charged with ancillary duties such as issuing and maintaining equipment and controlling access to the building.

The Tele-Serv Unit handled over forty percent of the eligible offenses assigned to it. The majority of larceny reports, destruction of property, missing person reports, lost and found reports and suspicious persons reports were handled by Tele-Serv.

The impact of the telephone report processing was very positive. An independent citizen survey showed that citizens were very satisfied with having reports taken by telephone. Patrol officers and supervisors expressed almost unanimous support for the Tele-Serv Unit.

The effective accomplishment of field investigations and directed

patrol tactics requires not only the conservation but also the realignment of patrol officers' time so that officers are available at the time and places where prevention, detection, or investigative action are needed. Historically, the Portsmouth Police Department deployed patrol manpower equally across three shifts. Four platoons, equally staffed, rotated on a weekly basis. This type of allocation schedule while administratively convenient cannot be justified because the police workload is not equally distributed across the three shifts. (Departmental statistics, for example, indicate the following distribution of calls for service: 2400 - 0759 hrs. = 23.3%; 0800 - 1559 hrs. = 36.7%; 1600 - 2359 hrs. = 41.0%). During the first program year of ICAP, patrol personnel studied alternative allocation arrangements.

When the first year ICAP proposal was written patrol strength had eroded to 35.6% of the total sworn officers complimented by continuing transfers to specialized units. Reversing this trend and reemphasizing the importance of the basic patrol force, Chief Boone reassigned 22 officers to the uniform patrol command. This raised patrol strength to 49% of the sworn force. Canine officers were integrated into the regular patrol commands. The Traffic Bureau was eliminated and several detectives were returned to patrol.

In March 1978, a task force of patrol officers presented the design for an alternative deployment system that would distribute this increased manpower more proportionate to crime and calls for service. This proposal led to the creation of a fixed shift of personnel assigned to man the period from 1800 - 0200 hours. This shift consisted of 18 officers. The current four platoon structure and its pattern of weekly rotation was maintained. Each platoon was staffed by 16 patrol officers and 3 sergeants.

To offset the manpower drain created by court appearances on the day shift and to supplement traffic enforcement, four officers from the platoon working midnights were assigned to day duty. This new allocation schedule significantly rearranged available patrol time. Figure 1, graphically portrays the differences between the old and the new patrol manpower allocation arrangements. Under the new patrol configuration approximately 49% of all the patrol strength was available during peak times when 47.1% of all calls for service are received.

Figure 1. Average Daily Manning by Time of Day

PAST ALLOCATION

0800 hr.	1600 hr.	2400 hr.	0800 hr.
16 officers	16 officers	16 officers	

NEW ALLOCATION SCHEDULE

0800 hr.	1600 hr.	2400 hr.	0800 hr.
4 officers (reassigned from midnights)	12 officers		
12 officers	12 officers	9 officers (Fixed nights)	

Patrol Organization. The traditional watch command system utilized by the Portsmouth Police Department impeded ICAP goals to establish focused patrol strategies utilizing empirical data provided through crime analysis. The concerns of watch commanders, supervisors, and

officers were largely internally focused toward the affairs of the watch and not outwardly oriented to changing conditions and problems in specific areas of the city. The instability of area assignments and the continuing rotation pattern made it impossible to fix responsibility and accountability of addressing those external problems below the position of the Uniform Patrol Captain. This deficiency was aggravated by the fact that patrol sergeants functioned at-large and, therefore, were not tasked with overseeing the work performance of a specific group of officers. The traditional watch system failed to provide an effective system of communication and coordination between the separate platoons. The net effect was the same as if four separate police departments patrolled the Portsmouth community at different times of the day. At times, inconsistencies, if not outright contradictions, could be found in the way the separate platoons policed the same neighborhood.

Planning activities during the first year of ICAP isolated significant problems of role confusion, particularly at the level of patrol sergeant. Supervisors indicated that they were uncertain of their responsibility and authority. Observation of their performance indicated highly varied understanding of the basic concepts of supervision.

The new allocation schedule with its shift overlaps presents coordination problems insurmountable under the traditional watch command structure. Therefore, on April 17, 1978, three patrol lieutenants were reassigned from their present duties as platoon commanders to newly created positions as sector commanders in which they will assume 24 hour responsibility for one of three newly defined patrol sectors.

The establishment of the sector commander concept represented a distinct break with traditional modes of operation in the Portsmouth

Police Department. For the first time the command structure did not coincide with the platoon rotation system. While some patrol personnel would continue to rotate shift assignments in the modified system described above, the four supervisors and the officers working each sector area will now report to a lieutenant whose accountability is area based. Requirements established by the uniform patrol captain for directed patrol implementation, mandated significant cross shift planning and coordination to establish a common definition of area problems, objectives, and patrol activities to be implemented as an integrated and unified strategy for addressing crime and service needs in each sector. That planning and coordination is a principal responsibility of the sector commander.

The sector command system establishes the management foundation for additional changes in the patrol function. The new sector system was intended to substantially increase the authority and responsibility of the patrol lieutenant, a rank which historically has had an ambiguous role in Portsmouth's Uniform Patrol Division. The sector command system was designed to fix the level of accountability and decision-making for problems in any particular area of the city at a level lower than the Patrol Captain. Under the new system responsibility for supervising specific individuals was clearly fixed with lieutenants and sergeants. Specific items of equipment were assigned to the same officers or sector.

The sector command system implemented in April, 1978 required significant planning, delegation and coordination to be effective. Some of the new commanders had problems adapting to this new operational arrangement and after several months personnel changes were affected. While the system offered the benefit of increased accountability and the potential for continued improvement in patrol operation effectiveness, its implement-

ation has been a difficult learning experience as it involves significant role changes for both the level of lieutenant and sergeant. Most notable, the system required that patrol managers and supervisors plan out the activities of patrol personnel based upon crime and traffic patterns and other available information on community problems. Such planning represented a significant break with the traditional role of patrol as primarily a reactor to the radio. Some supervisors welcomed the new responsibilities given them as an opportunity to engage in the proactive activities they long believed were more effective than merely chasing calls for service. Many, however, failed to pick up the flexibility given them and tended to revert to traditional methods such as doubling up the number of marked cars in a single beat and providing no further direction.

Most Portsmouth police officers agree that the sector command system has had a favorable impact on the services provided to the public. The exchange of information between shifts improved although some new problems developed in exchanging information between sectors. This problem of information exchange was largely resolved when the sector sergeants were physically located within the same office.

Directed Patrol Planning. The objective toward which all management, information support, and personnel development efforts of ICAP is aimed is improved police field operations. By increasing the efficiency and effectiveness of field operations ICAP seeks to deliver better services to the community and to increase the apprehension and conviction rate of serious offenders.

The historic pattern in police agencies has been to "turn out the watch." Rarely has the focus of patrol planning extended beyond the

immediate tour of duty. Traditionally, patrol personnel reporting for duty were briefed on major incidents which may have occurred during the last 24 hours. Following that roll call briefing, they were released to patrol assigned district areas in a relatively independent and highly individualized manner. Decision-making under such arrangements was highly informal. It occurred without the benefit of organizationally provided information. The decisions made by patrol personnel on how to expend their time and energy were not readily subject to the organization's review. This traditional mode of operation had a number of detrimental effects. In the absence of mid and long-range objectives for addressing problems in individual patrol districts, there was no systematic guidance to patrol personnel in how to most effectively utilize unstructured patrol time particularly during the hours when the calls-for-service workload was relatively light. Under traditional patrol management, the organization had no clear or readily operationalized objectives for patrol. The design and mounting of patrol strategies was left totally to the devices of the individual patrol officer and the extent to which he had, on his own initiative, developed a competent knowledge of the district he was patrolling. The instability of beat assignments did little to encourage a proprietary interest by the patrol officer in the problems of the particular area he might patrol on any particular day. No systematic guidance, expectations, or rewards were established by departments for an officer to acquire competent area knowledge. As a result, officers had little or no working knowledge of the specific crime, traffic, and call-for-service problem in the district areas to which they were assigned.

The first year ICAP program increased the amount of unstructured time within patrol. The new allocation scheme realigned that time with peak

periods of crime and calls-for-service. The patrol management structure was revamped to accommodate decision-making based on the changing needs of specific areas of the city. The involvement of the patrol officer in patrol planning was increased significantly, and for the first time systematic information on crime, criminal and traffic accidents was provided to patrol managers, supervisors, and officers in relation to the areas of their specific responsibility.

Time was made available for directed patrol through the effective utilization of volunteer civilian auxiliary police officers. These auxiliary officers receive the same training as sworn officers and handle the same incidents as sworn officers.

In addition, steps were taken to significantly expand the role of the patrol officer. Patrol officers were given increased responsibility in the areas of investigation and case processing. Officers assumed full responsibility for preliminary investigations including latent prints recovery and photographing at basic crime scenes. Should the circumstances of an offense indicate that the crime may be solved quickly and within a reasonable proximity of the place of reporting, officers were authorized to complete the investigation if their supervisor concurred that the immediate call for service workload permitted such followup. Similarly, when uniform patrol officers arrested felons at or near the scene of the crime, they had complete responsibility for the charging and subsequent case file preparation for prosecution.

The changes significantly broadened the role of the uniformed officer, increasing both its challenge and variety. No longer merely report takers, officer job satisfaction showed significant gain.

ICAP's emphasis on proactive patrol also caused an expansion of the

patrol officer's role. Beginning in late 1978 patrol officers performed, for the first time, a wide variety of tactical activities such as decoys, rooftop surveillances, and bicycle patrols. Officers adapted quickly and enjoyed the variety and challenge of such tactical assignments. With the guidance of good crime analysis information, several excellent in-progress arrests were achieved. This further spurred officer interest in directed patrol and confidence in the crime analysis process. Several joint operations between patrol and detectives also emerged as a result of ICAP proactive patrol emphasis.

It was originally projected that directed patrol activities would incorporate crime prevention activities by patrol officers into longer range strategic approaches to neighborhood problems. Patrol personnel received training in crime prevention to prepare them to act in this added directed patrol role. Portsmouth outlined a role that would bring the Department's Crime Prevention Unit (CPU) into a direct support role to personnel in the patrol sectors. Crime prevention officers were to coordinate community organization activities and to orchestrate the schedule of community meetings so that maximum participation by the beat officer in such gatherings could be achieved. To further support these longer focus strategic efforts, Portsmouth proposed to enlist a group of senior citizen volunteers who would provide direct support to the aged or handicapped in accomplishing target hardening activities in and about their residences.

Implementation of this longer range strategic approach to directed patrol has evolved very slowly. Crime prevention personnel were slow to redefine their role into one of direct support to the patrol sectors. Patrol officers were slow to change their traditional view toward crime prevention. Officers initially were more interested in the action-oriented

tactical aspects of directed patrol and the City's Senior Citizen Volunteer Coordinator threw up a number of prohibitive requirements, such as two way transportation and hot meals for volunteers, which effectively stalled the senior citizen volunteer component. The obstacles in this last area caused the Project Coordinator to shift volunteer stipends for senior citizens to support for student aides who provide direct office support for ICAP operations in crime analysis, planning, records and identification.

Since early 1980, following a reorganization of the Crime Prevention Unit implementation, some progress has been made toward operationalizing these longer range strategic crime prevention goals for directed patrol. In response to crime analysis information, crime prevention officers initiated community organization activities in high burglary pattern areas. The activities were coordinated with regularly assigned beat officers who were responsible for the tactical response to immediate offense situations. Similarly, the role of the Crime Prevention Unit in fostering community meetings was enhanced. The full integration of the work of crime prevention into directed patrol remains a desired, but difficult to achieve goal.

Since the implementation of the Directed Patrol System, a more organized and efficient procedure for patrol planning has been developed. Specific areas of improvement are in the identification of neighborhood characteristics, increased attention given to crime patterns, and more awareness of problem areas within each sector. The Directed Patrol System has resulted in police officers' obtaining more information on, and becoming more familiar with, each sector, and this increased awareness of problem areas is viewed as a benefit for police in resolving most problems. Although directed patrol is not seen as a means of increasing the number of arrests,

it is considered a valuable tool in both improving the quality of arrests and in deterring criminal activity in specified areas.

CHAPTER 4

MANAGING CRIMINAL INVESTIGATIONS

Introduction

Empirical research in the recent years has begun to shred the mystique that has traditionally surrounded detectives. In particular, the Rand Corporation Report on Criminal Investigations seriously challenged the efficiency and effectiveness of long standing methods of managing the investigative function. While the Rand Study has been contested on certain methodological issues, its conclusions have a definite ring of truth for police administrators and scholars. Its finding lent strong support to proponents of patrol upgrading who sought to eliminate the artificially contrived elevated status of detectives.

In recent years, several police agencies have moved to restructure their investigative processes and to tighten management on investigative elements. The development efforts generally accomplished under the heading of Managing Criminal Investigations.

The overall goals of Managing Criminal Investigations (MCI) is to provide police managers with sufficient knowledge to apply recent advances in six key components of the total criminal investigation process.

1. Patrol role in the initial investigation.
2. Case screening.
3. Management of continuing investigations.
4. Police-prosecutor relationships.
5. Monitoring the investigation system.

6. Police agency organization and allocation decisions.

In order to be successful, each of these elements must produce a result that will contribute to the accomplishment of the major outcome of the criminal investigation process described above. The outcomes of each element are described as follows:

1. The initial investigation of a reported crime (the offense report made by the patrol officer) assuming the report is "founded," should result in one of the following possible outcomes:
 - a. An on-scene arrest is made.
 - b. The investigation is continued because solvability factors are present in the offense report or because there are exceptional reasons for continuing even though solvability factors are not present.
2. The screening of cases should result in a supervisory review, verification, and approval of the continuation or non-continuation of the investigation.
3. The management of the continuing investigation should result in one of the following outcomes:
 - a. An arrest;
 - b. Continuation of the investigation, based on sufficient crime analysis information; and
 - c. Case closure after a determined number of days without additional promising informational leads.
4. The working relationship between the police executive and the prosecutor should result in an improvement of the ratio of prosecutions to arrests.
5. The continuous monitoring of the components of the system should

facilitate an evaluation of the extent to which the initial investigation, case screening, case management, police/prosecutor relationships, organizational relationships, and the allocation of resources are meeting their individual objectives and contributing to the overall outcome of the criminal investigation process.

6. The examination of existing organizational arrangements and the allocation of police resources should lead to the formulation of policies and procedures that promote the successful performance of the initial investigation, establish a meaningful case screening, expedite the continuing investigation, and encourage a working relationship between the police executive and the prosecutor.
 - New policies and procedures for managing the continuing investigation by the detectives; the implications of policy changes within the detective force; the driving and restraining forces associated with achieving these changes; and the value and benefits of a case management system.
 - The methods of developing an active, mutually beneficial working relationship between police management and the prosecutor's office.
 - The objectives of a criminal investigation monitoring system and strategies for establishing and managing it.

Managing Criminal Investigations in Portsmouth

Portsmouth has taken several steps to adapt these more modern methods. The Department has extended the role of the patrol officer in conducting preliminary and follow-up investigations. Concurrent with implementation and routinization of the Career Criminal Program, effective participation

and liaison has been established with the Commonwealth Attorney's Major Offender Unit.

The role challenges and the recent changes in the Department have combined to shake the traditional empire of the detective. ICAP's initial emphasis was near totally directed to upgrading the function and the status of patrol. Patrol personnel have received substantial training and have travelled to other sites to study patrol operations. Consultants and visitors have come to examine the changes being implemented by patrol. The patrol force is characterized by a high degree of change. Its personnel appear energized by their increasing status and their genuine ability to effect change through the various patrol planning mechanisms.

The sudden shift in status, the expanded role of patrol, and the shift of some personnel and equipment initially had traumatic effects on detective morale. Real confusion existed as to where patrol's role left off and the detective's role began. Rumors, created and fanned by patrol personnel, indicated plans to immediately eliminate certain investigative squads and to transfer their personnel back to patrol. This state of affairs while effective in setting stage for needed changes was not conducive to the appropriate and necessary follow through of criminal investigation.

Through the cooperative relationship of the Investigative and Patrol Commanders, steps were taken to define mutually supportive roles for both organizational elements. The Uniform Patrol Commander and ICAP staff met with investigative supervisors to discuss planned patrol changes and potential problem areas between the two branches of the Department. Arrangements for more effective flow of crime and criminal information between the two divisions was arrived at. Patrol responsibilities for detective notification or interrogation of suspects believed to be involved in crime patterns was defined.

Procedures to make investigative vehicles available in the evening hours were established. Discussion of the sector structure in patrol resulted in decisions to realign detective personnel so their assignments coincided with sector configurations.

Implementation of the Managing Criminal Investigations model in Portsmouth at first focused on case screening, solvability factors and managing the continuing investigation. Early in the implementation phase, investigative managers raised additional operational questions which had been of long standing concern. Specifically, there was a perceived gap in management's knowledge about the outcomes produced by detectives, the comparative performance of individuals and units and what constituted an optimum workload or caseload. The issue of "optimum caseload" was of particular interest. With known average crime frequency and an estimate of how many cases per month an investigator can effectively handle, the issue of how many detectives are required can be resolved using quantitative criteria as well as more subjective estimates.

Additional questions were also raised about the current organization of the investigative division. Was it organized to minimize administrative burdens on supervisors? Was span of control and responsibility fairly evenly distributed among mid-level managers? Was the division handling the type of crime which required follow-up investigations and did this follow-up activity require an assigned investigator?

Upgrading Investigative Operations

Improving the functioning of the Department's Criminal Investigation Division involved a coordinated multi-faceted approach to upgrading personnel skills, systems, strategies and the physical plant. Supervisors

and managers in the Criminal Investigation Division were trained to work with the new concepts in Managing Criminal Investigation and to upgrade their skills in managing personnel.

Investigative operations were upgraded by implementing:

1. An Investigative Development Task Force;
2. A revised solvability factor schedule; and
3. Experimentation with innovation strategies for criminal investigation.

Paralleling the participative planning methods employed in patrol development, the Department established an investigative task force. That group was responsible for identifying problem areas within current investigative practices and for recommending methods for their correction. The task force was also responsible for detailing and overseeing the experimentation with innovative investigative strategies and for recommending precise remodeling plans.

In 1976, the Department introduced a solvability factor checklist in its implementation of a new offense reporting system. The new offense report, adapted from the Rochester Police Department, required yes or no answers to such questions as "CAN A SUSPECT BE DESCRIBED?" or "WAS THERE A WITNESS TO THE CRIME?" The yes or no answers did not permit the reporting officer to rate such factors as the completeness or accuracy of the suspect description or the credibility and observation skills of the witness. Such factors could significantly effect the utility of any solvability factors present. The Investigative Planning Task Force studied alternative methods for introducing such ratings into the solvability factor scales so that qualitative as well as quantitative judgements can be applied in making decisions regarding investigative follow-up.

The decision to move from the use of quantitative solvability factors to the use of experiential judgment was difficult. The quantitative yes/no checklist was easy to use and had been widely adopted by many ICAP cities.

An evaluation of the use of these solvability factors revealed that: (1) many patrol officers did not understand or properly use the items in the solvability checklist; (2) supervisory review was often cursory and more inaccurate than the checklist decisions made by the patrol officer on the street; and (3) the only significant factor associated with case clearance in Portsmouth was suspect information. Based on the above the evaluator suggested that the department should either use the quantitative factors properly or that these factors should be omitted and no longer used. Chief Boone decided to eliminate the use of quantitative factors and to substitute in their place the judgment of an experienced investigator - the sergeant in charge of the larceny, burglary, robbery/homicide or general assignment squads.

The use of experienced judgment in determining solvability has worked well in both theory and practice. Evaluation determined that the average inactivation by initial screening rate in both burglary and larceny varied, on average, between 40 and 50 percent. It was found that initial screening rates above these levels were associated with decreases in the UCR clearance rates for burglary and larceny. The inactivation by screening rate in robbery averaged 27% and variation in this rate was not associated with changes in the UCR clearance rate.

Management of the Continuing Investigation

The monthly case reporting system in effect at the beginning of MCI implementation was essentially a narrative description of events with aggre-

gate data on reported levels of crime, number of offenses cleared and information on significant investigations covered. During the course of the MCI evaluation, a monthly report system was developed which concentrated on the accurate and detailed dispositions that were made with caseloads assigned to individuals and units. In property crimes where a significant proportion of cases were inactivated by screening it was found that UCR statistics did not give an accurate indication of the outcomes produced by the investigators. The UCR clearance rate was not directly related to the assigned case clearance rate.

The new report system provided the desired information on arrests but at the same time concentrated on monthly caseload and what investigators were producing with that caseload. Thus, investigators were now judged on the basis of their own assigned caseload rather than on aggregate and unrepresentative percentages.

At the same time, an analysis was conducted on the various categories of crime to see if certain types of crime were characterized by certain outcomes. For example, it was found that robbery resulted in a high rate of inactivation subsequent to investigation and that assaults were associated with a high rate of exceptional clearance. With this information, and allowing for the impact of geographic area of assignment on case outcomes, it was possible for mid-managers to make comparisons between the performance of individuals and units - and to ask informed questions.

The case assignment logs which had been routinely maintained in each squad provided the necessary information base for developing the new reporting system. A review date and closure system had been in effect for some time which allowed for effective management of continuing investigations by the squad sergeants. The existence of the logs allowed for ready development of

an efficient investigative management reporting system.

Estimation of Optimum Caseload

The question of over/under commitment of detectives or investigative units had been answered subjectively prior to implementation of MCI. Feedback from investigators, intuitive judgment by squad sergeants and past averages all contributed to estimates as to what monthly caseload effectively committed investigators. In most cases the volume of reported crime dictated caseloads rather than any systematic criteria based estimate.

The definition of "optimum" caseload developed jointly by the Old Dominion University evaluation team and the Portsmouth detective division was that caseload which maximized clearances and minimized post-investigative inactivations. At some point, investigators would start to inactivate a greater proportion of cases as their workload increased and there was less time to devote to each case. Regression analysis was used to estimate when increases in caseload was no longer contributing to increases in the UCR clearance rate for burglary and larceny. In both crime categories, average individual caseloads were increased to approach these estimates (19-20 cases a month in burglary, 23-27 cases a month in larceny).

In addition to being a management tool for case assignment, those caseload estimates contributed to better informed decisions about resource allocation. With a known average number of burglaries per month and a known average of the proportion inactivated by initial screening per month, it is possible to estimate the average assigned caseload per month. It is then possible to divide this assigned caseload figure by the estimated optimum caseload and derive an approximation of the number of investigators required to handle that category of crime.

Organizational Structure

During the course of MCI implementation and evaluation certain organizational changes described below were recommended and implemented.

1. Property Destruction: These offenses were previously handled by the larceny squad. This resulted in mixed caseloads not only in crime types but a caseload consisting of UCR reportable crimes (larcenies) and those not reportable under UCR (property destruction). A natural tendency would result in more emphasis on the more visible category (UCR). Responsibility for property destruction offenses was transferred to Patrol Division and the Larceny Squad was free to concentrate solely on larcenies, which are the most frequently reported crimes in Portsmouth.
2. Hit and Run: These investigations were referred to a detective in the Youth Services and General Assignment Squad and the associated monthly reports and monitoring information included with all the other crimes handled by Detective Division. It was determined that these offenses could be effectively handled by the patrol division and the investigator was transferred to the Patrol Support Bureau.
3. Simple Assaults: Many simple assaults where the assailant and his location were known had been routinely referred to the Detective Division, primarily to follow-up on the victim's intentions to secure a warrant. Essentially, detectives were following up on solved cases. These offenses were assigned to patrol division and CID retained purview over felonious and stranger assaults.
4. Sex Crimes Unit: The squad sergeant in charge of the Homicide, Robbery and Assault Squad also was responsible for the Sex Crimes

Unit. This required management coordination across a relatively wide span of crime categories and a substantial administrative reporting workload. The Sex Crimes Unit was transferred to the Youth Services and General Assignment Squad.

5. Team Assignments in Homicide, Robbery and Assault Squad. Two man investigative teams were traditional in this unit. There was no supporting data or background information to indicate how or to what extent this system was more effective than individual case assignment - other than the fact that team assignment requires fewer vehicles. The element of danger may be justified in regard to the crimes in point, however, nothing would preclude assignment of two officers at the time of arrest or other critical phases of the investigation. Effective 1 February 1982, individual assignment was implemented and resources allocated to support the system. Baseline performance data has been gathered for the period when two man teams were operational and an impact assessment of the change will be made.

Performance Monitoring

During the implementation of MCI performance monitoring was continuous both on the place and extent of implementation and on the outcomes of investigations. The following narrative outlines the findings and conclusions to date.

Property Crimes

1. Burglary
 - a. Based on past performance the statistical estimate of the optimum caseload in burglary squad is 19-20 cases per month. It should be emphasized that the number of burglaries which

- will occur in a given month can only be estimated and the maintenance of individual caseloads at a specific level will not always be possible. However, the estimate of 19-20 cases a month can be used to identify full commitment and to make resource allocations based on the average frequency of burglary crimes. Based on this caseload estimate the current staffing level in burglary is adequate.
- b. The unfounded/misclassified rate has started to increase after the initial decrease achieved during 1980. This may indicate some deterioration in the quality of the initial reports and a need for more training in crime classification.
 - c. The current UCR average clearance rate of 35% is considered to be a reasonable estimate of the proportion of burglary cases which will be solved in Portsmouth. The average of 46.5% for 1980 was strongly influenced by the Sting Operation conducted during that year and is an overly optimistic expectation.
 - d. It is reasonable to expect that burglary investigators will, in the long run, clear approximately one-half of their assigned cases.
 - e. The analysis of burglary solvability factors clearly indicated that suspect information was the only statistically significant factor associated with case clearance. Our research thus far indicates that the experienced judgment of squad sergeants and detectives in evaluating the presence or absence of certain elements of information (solvability factors) provides a sound basis for case screening. The effectiveness of the case screening procedure should be the subject of continued monitoring and research.

- f. The most frequent investigative activities in the burglary squad replicate the actions which should be taken during the preliminary investigation. Thus, the quality of the preliminary patrol investigation must be examined.
2. Larceny
- a. Insofar as circumstances allow, the average monthly caseload for larceny detectives should be between 23-29 cases a month and assigned case outcomes closely monitored. Based on the average frequency of larceny crimes the current staffing level of one sergeant and six investigators is considered adequate.
 - b. There is a clear inverse relationship between the inactivation by screening rate and the UCR clearance rate.
 - c. The inactivation by screening rate is an important indicator of trends in the UCR clearance rate. When initial inactivations approach the 40-50% range the assignment of more cases should be considered even though those cases have marginal solvability.
 - d. If larceny detectives are assigned to a larger proportion of larcenies, their individual clearance rates will drop as they receive a greater number of cases with marginal solvability. However, in terms of total reported larcenies, a larger proportion will be cleared, because in terms of numbers more cases are solved.
 - e. It is reasonable to expect that larceny investigators will, in the long run, clear at least forty percent of their assigned cases.
 - f. The current UCR clearance rate of 30% is considered to be a reasonable estimate of the proportion of larceny cases which will be solved in Portsmouth.

Crimes Against Persons

1. Homicide, Robbery and Assault

- a. Homicide cases are most frequently cleared by arrest, while robbery most frequently results in inactivation. Assault, characteristically results in an exceptional clearance due to the victims refusal to testify.
- b. Caseloads are now more evenly distributed among the teams in Homicide and Robbery squads which will allow for evaluation of comparative performance.
- c. The extreme variation in the monthly UCR clearance rates for assault and robbery makes it difficult to replicate the caseload analysis done for property crimes. The substantial unexplained variation presently frustrates the ability to make an association between caseloads and outcomes.
- d. Additional research will be required in order to better approximate the optimum caseload for Homicide and Robbery investigators.

2. Sex Crimes

- a. Rape and sexual assault are both characterized by higher rates of arrest. This should be kept in mind when comparing the relative performance of investigators in the unit.
- b. Caseloads in the unit are quite evenly distributed among the categories of crime handled by the unit.
- c. A mixed caseload of six per month has been the past average but this does not necessarily establish the optimum caseload. Additional research is needed to establish the optimum caseload for the sex crimes unit.

CHAPTER 5

THE MAJOR OFFENDER/CAREER CRIMINAL PROGRAM

Introduction

Emphasis in the ICAP program on the serious, habitual offender has stemmed from a recognition that a major portion of all crimes is committed by a relatively small number of habitual offenders. In addition, it has become apparent that law enforcement agencies and prosecutors must combine their efforts to direct additional attention to this segment of the offender population. The integration of police objectives in ICAP and prosecutorial emphasis in the Career Criminal Program serves to identify and highlight the common links between the programs and enhances the police and prosecutorial functions as they relate to the common objectives of identification, apprehension, conviction, and incarceration of the serious, habitual offender. The basis for linking these efforts stems specifically from the mutual interest of the police and prosecution in quality case development and from the common functions of early identification and priority processing of the serious, habitual offender. These elements are essential to the proper investigation and preparation of these cases. The highlighting of the police/prosecutor functions serves to establish a systemic link and focus to ensure continued attention to these cases from the identification of the offender as a career criminal through case adjudication and sentencing. Coordination of police and prosecutor efforts directed at the career criminal is crucial for full case development and successful prosecution.

To facilitate the early identification and priority processing of the

serious, habitual offender and the full investigation and preparation of these cases, ICAP police departments are encouraged to provide assistance to the local prosecutor through the development of a special investigative function.

A primary responsibility of the special investigative function is the prearrest identification of serious offenders and the determination of whether an individual arrested merits special serious-offender attention. The key to this process is the development of serious-offender information by the Crime Analysis Unit, distribution of the information to field officers, and submission of crime analysis information to the special investigative unit at the time of the arrest of a possible career criminal. This information is critical to screening decisions as it may indicate a series of chargeable offenses or the need for further investigation to enhance the strength of a case as initially brought to the prosecutor.

Career Criminal-Police Component

The Portsmouth Police Department became intensively involved in the identification and tracking of career criminals beginning in late 1977 and early 1978. The crime analysis unit established the capacity to track and identify career criminals. Field officers were provided lists and often photographs of individuals who fit the career criminal criteria. Attempts were made to publish booklets with information about the community's repeat offenders. These booklets proved too cumbersome for patrol officers and were soon eliminated.

One of the most successful parts of the career criminal program was the establishment of an effective linkage with the Portsmouth Commonwealth's Attorneys Office. This linkage is currently being maintained through the assignment of a police captain as liaison with the Commonwealth's Attorney office.

The Commonwealth's Attorney Major Offender Program

In September 1977, the Portsmouth Commonwealth's Attorney Office instituted the first federally funded Major Offender Program within the Commonwealth of Virginia. The goal of this program was the swift and sure punishment of (1) career criminals and (2) individuals who had committed violent crimes.

It has long been recognized that a relatively small percentage of the criminal population accounts for a disproportionately large share of the total number of crimes committed and the majority of serious crimes. Major Offender Programs enable Commonwealth's Attorneys to maximize available resources and direct them toward this rather small but very significant segment of the criminal population. Prosecution of the major offender and the career criminal requires special attention and a considerable amount of time and effort must be expended by a prosecuting attorney to successfully prosecute these individuals. When the Major Offender Program was instituted in Portsmouth, Virginia, three attorneys were designated Major Offender Attorneys. These attorneys were given a reduced caseload so that they could concentrate both their time and energy on the prosecution of those cases which require more attention.

For effective prosecution of career criminals, early identification through an effective police crime analysis unit is a necessity. By identifying the career criminal and the major offender, early in the Criminal Justice Systems, the prosecuting attorney is then able to process the case from beginning to end and concentrate on the prosecution of this case. This reduces the possibility of the case being lost in the sometimes overburdened Criminal Justice System or caught up in the caseload of an already overloaded police investigator or prosecuting attorney and not receiving the special

attention that it needs. By giving cases closer attention, prosecuting attorneys are better able to deal with defensive strategies such as continuances and plea negotiations.

The Pager System

An aid for early identification of career criminals and major offenders is the Pager System. Through the use of a Pager System, the major offender is identified at the initial screening and a Major Offender Program Attorney is assigned at the time to handle the case from the initial setting of bond, at the preliminary hearing, before the Grand Jury, and on through the trial proceedings. Initially in Portsmouth, the Major Offender Program was only designated to aid in the identification of career criminals and major offenders. In the early part of 1978, the program was modified and expanded to assist in the identification and assigning of all felony cases. This required that all the Assistant Commonwealth's Attorneys of Portsmouth be assigned to the Pager System. Under this system a prosecuting attorney is available 24 hours a day seven days a week through utilization of a Beeper. By having an on-call attorney accessible around the clock, much of the screening process and charging decision is removed from the police officer.

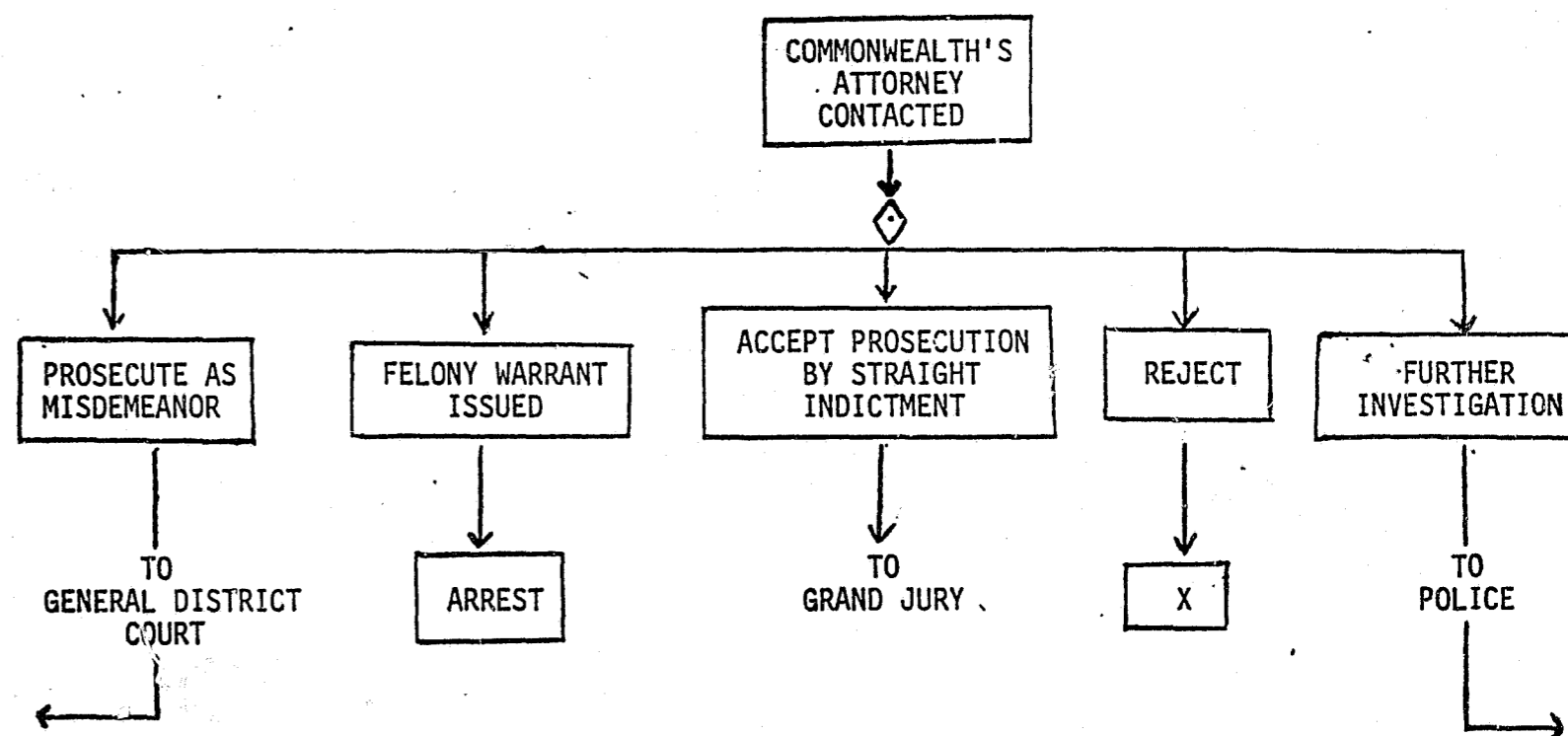
The Operation of the Pager System

When a police officer has a suspect in his presence or wishes to make an arrest, the officer can call the on-call attorney any time of day or night at the designated beeper number and leave a number at which the officer can be reached. This beeps the on-call attorney who, by directive, immediately returns a call to the policeman desiring assistance. The police officer and the on-call attorney will discuss the case and, if necessary, the on-call

attorney will proceed to Police Headquarters (the on-call attorney is to be present at all warrant authorizations). Upon arrival at Police Headquarters, the on-call attorney will review the offense report, the witness statements, witness list, discuss all pertinent facts of the case with the police officer, and review all evidence that is present. It is then that the on-call attorney will decide on what action will be taken with the suspect. Figure 5 shows this screening section of a case-track for the Commonwealth's Attorney Office.

Figure 5

PORTSMOUTH COMMONWEALTH'S ATTORNEY CASE TRACK



A study conducted by the evaluator of the Portsmouth Commonwealth's Attorney Major Offender Program showed that approximately 55% of all calls received by the on-call attorney resulted in the issuance of at least one warrant. The issuance of a warrant was delayed in 13.4% of the calls received and 10.4% of the calls were for legal advice. In about 14% of the calls received no felony warrant was issued.

In a number of cases had it not been for the presence of an on-call attorney and his advice to not issue a felony warrant or recommendation of a misdemeanor warrant, the police officer may very well have been issued a felony warrant by the Magistrate. Had it not been for this reduction of cases to misdemeanors or the complete dismissal of certain cases at the initial screening, many of them may well have entered the criminal court system as felonies. By not allowing these cases to be tried as felonies, time was saved by the police officer involved in investigating and preparing the case, the prosecuting attorney assigned to handle the case, and the judge involved in trying the case.

If, on the other hand, upon arrival at Police Headquarters and review of the evidence, the on-call attorney decides that the issuance of an arrest warrant is authorized, he/she and the police officer will proceed to the Magistrate's office with the necessary information to secure the warrant for the arrest of the suspect.

It should be apparent at this stage that a member of the Commonwealth's Attorney's staff is more experienced and better equipped than a police officer to decide exactly what the appropriate criminal charge should be. It is reasonable to assume that a more accurate and appropriate charging decision at this stage of initial screening and arrest will reduce the need, and conceivably the bargaining, for reduction of the charges later on in the

Criminal Justice System. The same is true if the on-call attorney decides that there is not enough evidence for prosecution at the time of his review of the case. His recommendation to delay the securing of a warrant, which is always followed by instructions given to the police officer regarding what additional information and evidence is necessary, will not only make for a stronger case when the arrest is finally made but should also reduce the number of cases which have charges dismissed or reduced at trial for evidence related deficiencies.

It is important to recognize that the use of a system such as Pager, is not contingent upon the presence of a Major Offender Program, or vice versa. As should be evident from the above discussion, early identification and assignment can benefit the entire system when employed on all felony cases. However, usage of the Pager System in the strictest sense will employ vertical prosecution. The on-call attorney, who did the initial screening, would be assigned the case from that point on through the Criminal Justice System. When Pager is used with a Major Offender Program, this is not possible because of the assignment of specified crimes to the Major Offender Attorneys. In Portsmouth, however, early assignment of cases is still operative although the procedure varies slightly from vertical prosecution. This is handled through case discussions and assignments at daily morning meetings.

Besides early identification and successful prosecution of criminals, a more subtle benefit is received in what can be viewed as the educational process that goes on when the prosecuting attorney and police officers are involved in working together and making decisions such as whether or not to arrest someone. In this process, police officers are becoming more familiar

with what the prosecution needs to improve on to have a quality case. On the other hand, prosecuting attorneys become more familiarized with the problems and difficulties with which a police officer is confronted. This can lead to the improvement of the morale and working relationships, not only in the stage of arrest but later at the preliminary hearing and, subsequently, at the trial where successful prosecution becomes contingent upon numerous factors, not the least of which are the testimony of the police officer and the performance of the Commonwealth's Attorney's staff.

Successful implementation of a program such as the Major Offender Program and, especially, the effective use of a Pager System, requires a great deal of time and effort on the part of both the prosecuting attorneys and the police officers themselves. In the operation of a system of this sort, a close working relationship is mandatory. In this situation, as in many other situations, the success or failure of a program can be contingent upon how well the two parties (1) like the project and (2) like each other. In Portsmouth almost all parties involved in this system expressed favorable views toward the project and each other.

Impact of the Major Offender Program

An evaluation was designed to assess the impact of the Major Offender Program upon robbery and burglary cases tried by the Portsmouth Commonwealth's Attorney. A comparison of robbery and burglary cases tried prior to implementation of the Major Offender Program with those robbery and burglary cases adjudicated by the Major Offender Unit was conducted in order to monitor changes that have come about in three areas: (1) time involved in processing selected felony cases; (2) probability of convictions; and (3) severity of sentences dispensed. The specific questions asked in the evaluation were:

1. Does the Major Offender Unit process felony cases through

adjudication faster than similar offenses not classified as Major Offenders, and if so, how much faster?

2. Are Major Offender cases being convicted at a higher rate than non-Major Offender cases?, and
3. Are the sentences received by Major Offenders more severe than those received by non-Major Offenders?

The evaluators studied all burglary and robbery cases including attempted burglary and robbery, statutory burglary, and attempted statutory burglary reported to the Portsmouth Commonwealth's Attorney's Office from January 1, 1977 through September 23, 1977 and the implementation of the Major Offender Program. A comparison group was drawn for study from all burglary and robbery cases reported to the Portsmouth Commonwealth's Attorney's Office. Specific data was obtained relating to case processing, convictions, and sentences including:

1. Date and charge on warrant;
2. Date of General District Court Hearing;
3. Date of Grand Jury;
4. Date of Circuit Court Trial;
5. Date of Final Disposition; and
6. Length of Sentence (if convicted).

Additional information was collected on the number of cases dismissed, reduced, or nolle prosequid. Examination of case files also revealed the number of cases requiring a jury trial and convictions that were appealed.

The results of the Major Offender Program evaluation were very positive and led the program to receive national attention through the publication of the evaluation report in the Journal of Urban Law. The comparative analysis of burglary and robbery cases demonstrates the following: (1) Major Offender

cases are processed more rapidly than non-Major Offender cases; (2) Major Offender cases have higher conviction rates than non-Major Offender cases; (3) Major Offender cases are more likely, than non-Major Offender cases, to lead to convictions at the original charge; and (4) Major Offenders receive more severe sentences than non-Major Offenders.

CHAPTER 6

CRIME ANALYSIS

Introduction

The patrol operation must be linked to a crime analysis unit. The crime analysis function is defined as a set of systematic, analytical processes directed at providing timely and pertinent information relative to crime patterns and trend correlations to assist operational and administrative personnel in planning the deployment of resources for prevention and suppression of criminal activities, aiding the investigative process, and increasing apprehensions and clearance of cases especially against career criminals. Within this context, crime analysis supports a number of department functions, including patrol deployment, special operations and tactical units, prosecutor/investigator teams, general investigations, planning and research, crime prevention, and administrative services (budgeting and program planning).

Thus, the basic applications of crime analysis are to:

- Identify evolving or existent crime patterns.
- Identify career criminal crime patterns.
- Increase the number of cases cleared by arrest.
- Provide investigative leads for investigators.
- Increase prosecutorial case strength.
- Establish operational data for patrol planning and deployment of special operations unit.
- Furnish support data to crime prevention programs.

- Furnish trend data for overall department planning, targeting, and budgeting.

Although crime analysis can serve the police department in many ways, crime analysis is not a records function. It is primarily oriented towards assisting the department in meeting the basic objectives of crime prevention and suppression, apprehension, case clearance data, and recovery of stolen property. The efforts of the crime analyst are systematically applied to those offenses that are amenable to analysis and have a high probability of recurrence.

The Offense Report is the primary source of crime element information for the analyst. The Offense Report is the initial report and in some cases, may be the only source of information concerning a crime, because of local practices in field reporting of certain offenses. How that report is prepared becomes most important to each following aspect of an investigation.

- Command emphasis upon accurate records will force line personnel to upgrade the quality of field reports to the point where basic questions of who, what, where, when, why, and how have to be completely answered.
- Since the crime report may eventually be used by the reporting officer to present evidence in court, the review process has concentrated upon making certain that the statutory elements of the crime have been adequately addressed.
- Investigators faced with steadily increasing caseloads have been forced to rely more on the patrol officer's preliminary investigation to provide investigative leads and develop physical evidence for the follow-up investigation. The result has been an increasing

dependence by the investigator on the patrol officer's preliminary investigation report.

The crime analysis unit does not have to be automated, therefore, small as well as large police agencies can benefit from the unit being structured to serve the department. A major ingredient required is a department policy that all offense reports, field information reports, special reports, i.e., suspect/missing person description sheets, robbery data collection sheet, and miscellaneous information reports, be immediately forwarded to the crime analysis unit. In addition, the CAU should use the daily journal, officers activity logs, officers notebooks and crime statistics to assist in placing forward in a timely fashion the most complete descriptors of criminal activity to the field operation. Outside sources are also gleaned by crime analysis units, e.g., court probation reports, prison probation and patrol reports, sheriff's department jail intake and release records, state police criminal event reports, the collection and collation of this information requires persistence and effort not always a computer. A crime analyst must read every report and extract and code those unique descriptors that mean something to a pattern of the crime and the criminal who perpetrated the attack.

The crime analyst focuses his or her efforts on those offenses that occur in large volumes with discernible patterns and trends, and on those offenses that the police function has demonstrated an ability to prevent or suppress through tactical unit operations.

There are two types of crime patterns that the analyst identifies and brings to the attention of the line supervisors:

- Geographic patterns.
- Similar-offense patterns.

Geographic patterns simply are concentrations of offenses in a specific geographic area. This area can be within a single patrol beat, sector, or reporting area, or it can be spread over a number of contiguous areas. The crimes that comprise the pattern may share no identifiable relationship other than geographic proximity. Upon recognition of a geographic pattern (generally through inspection of a spot map), the analyst begins to search for other relationships that may indicate patterns associated with a series of offenses.

Similar-offense patterns are comprised of offenses that appear to have been committed by the same suspect or group of suspects. The analyst discerns the similar-offense pattern by comparing a number of unique descriptors. These descriptors, or variables, include:

- Crime type.
- Object of attack.
- Suspect description.
- Suspect modus operandi.
- Suspect vehicle description.
- Physical evidence.
- Weapon description.

The existence of these crime patterns or problems is communicated to line supervisors and field personnel, both formally and informally. Informal dissemination results from the personal contact of the crime analyst with the users -- the line supervisors. Formal dissemination techniques involve the communication of information through written memoranda or reports. The crime pattern or trend information is generally transmitted in a crime-specific bulletin that identifies the pattern or trend and discusses the relationships or potential relationships among the crimes that comprise the pattern.

Crime analysis information can be used by either patrol or investigative personnel to guide deployment and assist in continued investigations. Thus, crime analysis information can support decision-making in a number of key areas;

- Patrol deployment.
- Patrol investigations.
- Investigator case screening.
- Special operations deployment.
- Strategic crime targeting.

The Portsmouth Crime Analysis Unit was established in January, 1978. The unit has, since its inception, operated in a manual mode and is now changing to a semi-automated mode of operation. The unit tracks burglaries, robberies, sex crimes, prowlers, stolen and recovered autos and larcenies from auto. The Crime Analysis Unit is staffed by one sergeant, two sworn analysts and one full-time clerk typist.

Data Inputs for Crime Analysis

The major source of information for crime analysis is the offense reports. Information obtained from these reports includes location of the incident, date, time, day of the week, items taken, suspect description, means of attack and mode of entry. These variables are used to correlate crimes and discern possible patterns.

The crime analysts daily receive copies of all offense reports submitted during the previous twenty-four hours which report target crimes. Upon receipt of the offense reports, they are carefully read and the incidents are located on spot maps (acetate overlay maps which provide a visual representation of crime locations). The dots placed on the spot maps are

coded with the date and approximate time of the incident. The basic data necessary for geographic pattern detection (location, date and time) is presented on the spot map.

The CAU receives all supplemental reports related to target crimes. Supplemental reports are submitted to provide additional information on the crime, state investigative process or report clearance of the crime (by arrest or other means). Supplemental reports are attached to the corresponding offense report and filed in the Offense Report File.

Another important source of information is the field interview card (FI card). These cards are filled out on individuals field interviewed due to their suspicious activity. Upon receipt of the FI cards the crime analysts enter the census tract where the interview was conducted and census tract of residence. Records are checked to determine if the individual interviewed has a criminal record; if so, his (her) record number is recorded on the card and offenses committed are listed. If the individual is considered a possible suspect for a reported crime, the FI card is xeroxed and immediately delivered to the appropriate investigation squad.

Field interview cards are the major input source for the suspect name file, suspect descriptor file, nickname file and the suspect vehicle file. If the individual field interviewed has committed crimes of burglary, robbery, sex crimes or larceny, a keysort card is prepared and added to the known offender file.

After the necessary cards are prepared, the FI card is filed by census tract where the interview occurred in chronological order. FI cards serve as an important means of patrol officer input into the investigative process. Investigative personnel are provided information on possible suspects through these cards.

Probation and parole release forms are reviewed for possible additions to the known offender file. Arrest printouts furnished by the Data Processing Unit provide information on the current status of known offenders and suspects. In addition, the data processing unit provides the CAU with an alphabetical listing of juvenile offenders and juvenile offenders' nicknames.

Information is provided by surrounding Tidewater cities on various occasions. This interaction among cities is an important component in detecting crime patterns which transcend city boundaries. It appears that this information is provided on a sporadic and not on a regular basis.

In September, 1978 the CAU began tracking traffic accidents. Incidents are spotted on a map to provide a visual picture of possible problem areas. Traffic accident cards serve as the information input. At the request of the Portsmouth Fire Marshall the CAU began analyzing fire incidents which involve arson, false alarms, or are of a suspicious nature. Fire reports are supplied to the CAU and incidents of the above nature are spot mapped.

Files Maintained

SUSPECT NAME FILE	Alphabetical index file of individuals on whom the CAU has information.
NICKNAME FILE	Alphabetical index file of nicknames of persons field interviewed or known offenders.
SUSPECT DESCRIPTOR FILE	Keysort file containing descriptions of persons field interviews.
KNOWN OFFENDER FILE	Keysort file on known offenders of burglary, robbery, sex crimes and larceny. Information recorded on cards includes description and MO.
SUSPECT VEHICLE FILE	Keysort file containing descriptions of vehicles of individuals field interviewed.

FIELD INTERVIEW CARD FILE	FI cards are filed by census tract where interview was conducted, chronologically.
PAROLE AND PROBATION FILE	Folder file containing criminal history data sheets and photos of parole and probation individuals.
OFFENSE REPORT FILE	Offense reports filed chronologically by crime type and census tract.
UPDATE SHEETS	Notebook maintained which lists target crimes by crime type and census tract of occurrence. Information recorded includes date, time, day of week, location, and additional remarks.
FELON REGISTRATION LIST	Alphabetical file of recently released felons with photos attached.

The following files are purged due to limited filing capacity and contain only six months of information at any given time:

- Offense Report File,
- Suspect Name File (known offender cards not purged),
- Suspect Descriptor File.

After six months field interview cards are purged from the FI Card File and then filed alphabetically by suspect's last name.

Analysis of Information

Analysis of data is an ongoing process in the CAU. The major analysis function is the detection of possible crime patterns. This process basically involves studying the spot maps to determine geographic concentrations of crimes, as well as looking for similarities in times and days of the week of occurrences. When a possible pattern is detected, the offense reports describing these crimes are retrieved from the Offense Report File. Information on the offense reports is studied and summarized on a log sheet which states date, time, day and location of occurrence, items taken, MO and any additional comments. These log sheets facilitate the analysis process by

condensing necessary data into a manageable format.

In addition to studying the spot maps, the crime analysts carefully read all offense reports and field interview cards received in order to retain and correlate information reported. The data contained in these sources aids in detecting similar offense patterns (i.e., similarities in crime types, suspect description, suspect vehicle or MO) which may not be limited to a particular geographic area.

Output

Crime Analysis Bulletins are prepared when crime patterns are detected. The format of the bulletin is designed to increase its readability; description of the pattern is provided through brief statements citing the major similarities. The standard layout of the bulletin includes the subject, area involved, beat, census tract and a brief description of the pattern (i.e., days of preference, MO and possible suspects). Each pattern crime is described separately on a log sheet; the offense report number is included to facilitate retrieval of additional information. Recommended tactics are stated in the bulletin to aid sector commanders and patrol officers. Update Bulletins are released when crimes occur which are associated with a pattern previously identified or when additional information on the pattern is obtained.

In addition to written reports and bulletins, the CAU provides informal information of more limited scope to system users (i.e., possible suspects, stolen goods information, known offenders living in a particular area, etc.). Information requestors include, but are not limited to, detectives, patrol officers, patrol supervisors and neighboring cities' CAU's.

Dissemination of Bulletins

Initially, Crime Analysis Bulletins were distributed to command personnel and to patrol officers assigned to the sector where the pattern was occurring. Bulletins were handed out at roll call by the sector sergeant in command. On many occasions bulletins were left in the roll call room and various other locations by patrol officers. This action caused potential problems due to the confidentiality of the information reported in the bulletins. Due to this situation, the distribution system has been revised such that bulletins are only distributed to officers who request them from the CAU.

Generally the crime analysts hand deliver copies to the sector commanders and investigative personnel, and discuss the information. The Crime Prevention Unit receives copies of the bulletins that contain information of which they should be aware.

Accessibility of the CAU

The CAU operates from 8:30 a.m. until 5:00 p.m., Monday through Friday. These hours of operation correspond with those of Central Files, Planning and Analysis and the command staff. Limiting operations to a forty-hour week reduces crime analysis personnel requirements.

The physical location of the CAU office makes it highly accessible to the patrol division. The office is located in the basement of police headquarters, across from the sector commander's office and next to the sector sergeants' office. In addition, the patrol roll call room is located on the same floor. The CAU was located for approximately six months with the administrative offices on the first floor. Walk-in traffic during this period dropped significantly. Since relocating in the basement, walk-in

traffic has increased and the more informal surroundings seem to have increased the degree of communication between the CAU and system users, particularly patrol personnel.

CHAPTER 7

SUMARY AND CONCLUSIONS

Changes Implemented

The Portsmouth Police Department has dramatically changed its utilization of police resources through its participation in the Integrated Criminal Apprehension Program. The Department has given patrol officers more responsibility, deployed manpower based on sound decision criteria, developed the capability to analyze crime patterns and diverted minor calls from sworn street personnel by utilizing patrol aides and a telephone reporting unit and refocused the nature of investigative work. All of this has been accomplished while maintaining and enhancing a high level of employee job satisfaction and citizen satisfaction.

ICAP has led to the development of a mature police department which has been able to meet the challenges of cutback management. During Phases I and II of ICAP new programs were instituted, crime patterns were analyzed and deployment of manpower based on crime patterns, and temporal and spatial factors became reality. During Phase III of ICAP the Department refined the procedures implemented during Phases I and II and began to study and implement refined productivity improvement programs.

Listed below are the major activities implemented and institutionalized since the inception of ICAP. The list shows the wide range of significant improvements made in the Portsmouth Police Department.

Enhancing the Role of the Patrol Officer

Patrol officers are now conducting numerous preliminary and follow-up investigations and are deployed by the call for service demand.

1. Increased sworn personnel assigned to patrol by 25% without an increase in total sworn personnel
2. Increased police officer satisfaction
3. Expanded patrol officer duties to include
 - a. gathering of evidence at crime scenes
 - b. lifting of fingerprints at crime scenes
 - c. complete follow-up investigation
 - d. crime prevention activities
 - e. abolished traffic bureau and reassigned radar and traffic enforcement to patrol
4. Implemented and instituted Patrol Aide Program
5. Implemented sector command concept
6. Implemented fixed shifts, with personnel allocated according to workload and crime analysis patterns
7. Developed new offense reporting methods and reports
8. Directed patrol institutionalized

Call for Service Management/Communications

Through analysis and study of call for service data, activities which could be better handled by units other than patrol were identified and transferred.

1. Institutionalized Tele-Serv Unit
2. Prioritizing and stacking of calls for service

3. Diverted calls for service which were not directly the responsibility of police which could be better handled by other means
 - a. funeral escorts
 - b. false bank and burglary alarms
 - c. towing abandoned vehicles
 - d. transfer of delivery service for city administration from patrol officers to patrol aides and auxiliary officers
 - e. transfer of police cars to city garage for gassing or repairs

Crime Analysis Unit

The Crime Analysis Unit was developed to identify, plot, and track crime patterns and career criminals. Close interaction and feedback between CAU, patrol officers, the Criminal Investigation Division, and Crime Prevention has resulted in a more closely knit working relationship among the units and the apprehension of individuals involved in crimes.

Crime Line

The Crime Line program was developed to receive anonymous tips from individuals about recent and/or unsolved crimes. The program has yielded a number of important tips which led to the solution of crimes.

Managing Criminal Investigations

Investigators are now focusing attention on major cases with high solvability leads and outcomes likely to result in arrests.

1. Case screening
2. Supervisor focus on productivity
3. Investigation based on investigative solvability leads
4. Improved preliminary investigation by patrol which in turn provides more information to investigators
5. Early case closure
6. Optimum caseload for burglary and larceny investigators

Operational Management

Management analyzed areas which needed improvement and streamlined various support elements.

1. Developed and provided training in
 - a. organizational development for top and middle managers and supervisors
 - b. follow-up investigation
 - c. personnel evaluation
 - d. problem solving
2. Reorganized all criminal history records
3. Reorganized all traffic history reports
4. Instituted an ICAP Steering Committee consisting of patrol, investigation and supervisory officers to study problems and offer recommendations to Chief of Police
5. Provided technical assistance to requesting agencies on both minor and major police problems. Over 100 cities and states have requested this service
6. Developed and institutionalized a new personnel evaluation system

7. Transferred all booking, handling and housing of prisoners to Sheriff's Department
8. Improved service and delivery of warrants
9. Developed traffic accident and management information system for microcomputer

Developed and Improved Volunteer Service Program

Numerous services previously performed by sworn personnel are now performed by volunteers, resulting in substantial cost savings, better utilization of sworn personnel, and increased citizen involvement.

1. Auxiliary officers trained and assigned as police officers
2. Senior Citizen program
3. High School youth support services
4. Chaplain Program

Personnel Development

The central effort of ICAP implementation in Portsmouth has been to increase operational efficiency and effectiveness within the scope of existing personnel and resources. This orientation has placed significant emphasis on providing training to current staff. Earlier phases of ICAP provided specific training for the patrol officers, patrol supervisors and criminal investigators. The concluding phase of ICAP was directed at remedying weaknesses identified in earlier ICAP implementation and in establishing a sophisticated training capability that can extend beyond the availability of federal funding. Training proceeded along five parallel and mutually supportive tracks.

1. Supervisory training based on problems experienced in implementing

- the sector command and managing criminal investigations.
2. Roll call training focusing on elements of crimes, offense report, procedures and operational issues.
3. Command retreat sessions to review ICAP progress, problems and development directions.
4. State mandated training required on a regular basis.

Ongoing Issues

The Portsmouth Police Department implemented many significant changes during the last five years and thereby resolved numerous managerial and operational problems. Nevertheless, the Portsmouth Police Department, like any other agency, must continually attempt to resolve its ongoing problems and must also adjust to new conditions. Listed below are problems which the department must continue to address.

Role of the Patrol Officer

1. How can the need to conduct preliminary investigations be reconciled with the demand of street supervisors to have patrol officers cover their assigned beats and be ready to respond to calls for service?
2. How can the number of unfounded and/or misclassified reports be reduced to insure that the minimum amount of time is wasted on these types of reports?
3. How can the quality of preliminary investigations conducted by patrol be improved?
4. How can the effects of having three sectors in the police department be monitored to insure that Portsmouth is functioning as a single police department?

5. What measures of patrol productivity can be developed that insure that patrol officers receive full workload credit for crime prevention and directed patrol?
6. How can patrol officers become convinced of the importance of crime prevention and the central role they play in crime prevention?

Calls for Service Management/Communications

1. What training should be given to street supervisors to enhance their ability to manage personnel on the street instead of having their personnel managed by calls-for-service?
2. How can the number and quality of reports taken by telephone be improved?
3. How can the relationship between civilian police dispatchers and street personnel be improved?

Crime Analysis

1. How can the amount of time crime analysts spend on routine clerical tasks be reduced to make additional time available for analysis?
2. How can the duties of crime analysis be aligned with the need to provide ongoing quality control of offense reports?
3. How can crime analysis operations be automated without disrupting the analysis functions?

Managing Criminal Investigations

1. How can inactivation by initial screening rates and UCR clearance rates be monitored to insure that screening levels will not impact negatively on the UCR clearance rate?

2. How can case assignment policy in Homicide, Robbery and Assault be modified so that mixed caseloads will be minimized?
3. How can reasonable estimates of optimum caseload be qualitatively made in the Homicide, Robbery and Assault Squad and in the Sex Crimes Unit?

Operational Management

1. How can ongoing organizational development training be provided to command personnel to insure that the OD principles developed in previous training sessions are not forgotten?
2. What steps can be taken to insure the ongoing monitoring of patrol and investigative productivity?
3. How can the functions of specialized units be more closely coordinated with the functions of patrol officers and investigators?
4. How can the functions of vice and narcotics be better coordinated with the ICAP model of operation?

The Future

The ongoing issues listed on the preceeding pages represent the agenda for change in Portsmouth. The many successes experienced as a result of ICAP represent an agenda for those police departments that might be interested in implementing changes. The managerial and operational improvements of Portsmouth should be adopted within the overall political, social and economic environment of a given police agency.

Agencies wishing to adopt changes in police management and operations have a model to work from based on what Portsmouth accomplished. Over fifty evaluation reports which assess the changes adopted are available from Ports-

mouth. The Portsmouth experience demonstrates that, in the area of police services, "we can do more with less and we can do it better."

CONTINUED

1 OF 5

DJCP: 1 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ CAR 207-SPARE 6-14-78

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs.

NCJRS
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ACQUISITIONS

DJCP: 2 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ CAR 202-SPARE

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs.

DJCP: 3 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: Tele-Serv ^{Can} 203- SPARE

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs.

DJCP: 4 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: Tele-Serv ^{Can} 204- SPARE

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 5 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 205*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 6 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 206*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 7 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: Tele-Serv

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 8 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: Tele-Serv *Car 208*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 9 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 209*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 10 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 210*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 11 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 211*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 12 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 212*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 13 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 213*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 14 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *MOP 3-21-78 Tele-Serv*

Used by: ~~Police officer assigned daily~~ *Beat Officer MOP INVEST Wym*

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 15 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Can 215*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 16 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Can 216*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 17 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 217*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 18 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 218*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 19

Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tote Serv~~ Boat Patrol

Used by: Police officer assigned ~~daily~~ Sgt. W. Bailey

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 20

Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tote Serv~~ Car 220

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 21 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tate-Serv~~ *Car 221*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 22 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tate-Serv~~ *Car 222*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 23

Evidence Kit (Camera & Fingerprint)

Ser Number:

09010-00076

Acquisition Date:

08-30-77

Cost:

\$59.70

Location:

~~Tate-Serv~~ *Car 223*

Used by:

Police officer assigned daily

Condition:

New

Source:

Harris Co. & Sirchie Fingerprint Labs

DJCP: 24

Evidence Kit (Camera & Fingerprint)

Ser Number:

09010-00076

Acquisition Date:

08-30-77

Cost:

\$59.70

Location:

~~Tate-Serv~~ *Car 214*

Used by:

Police officer assigned daily

Condition:

New

Source:

Harris Co. & Sirchie Fingerprint Labs

DJCP: 25 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tel-Serv~~ *Car 225*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 26 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tel-Serv~~ *Car 226*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 27 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv.~~ *Car 228*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 28 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv.~~ *Car 228*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 29 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 229*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP: 30 Evidence Kit (Camera & Fingerprint)

Ser Number: 09010-00076

Acquisition Date: 08-30-77

Cost: \$59.70

Location: ~~Tele-Serv~~ *Car 230*

Used by: Police officer assigned daily

Condition: New

Source: Harris Co. & Sirchie Fingerprint Labs

DJCP 31 Dremel Electric Engraver

Ser Number: None

Acquisition Date: 10-04-77

Cost: \$11.95

Location: Tele-Serv

Used by: Police officers assigned daily

Condition: New

Source: W. W. Grainger Ink

DJCP 32 Dremel Electric Engraver

Ser Number: None

Acquisition Date: 10-04-77

Cost: \$11.95

Location: Tele-Serv

Used by: Police officers assigned daily

Condition: New

Source: W. W. Grainger Ink

DJCP 33

Dremel Electric Engraver

Ser Number:

None

Acquisition Date:

10-04-77

Cost:

\$11.95

Location:

~~Tele-Serv~~ *CAPR CCD 1/2/80*

Used by:

Police officers assigned daily

Condition:

New

Source:

W. W. Grainger Ink

DJCP 34

Dremel Electric Engraver

Ser Number:

None

Acquisition Date:

10-04-77

Cost:

\$11.95

Location:

Tele-Serv

Used by:

Police officers assigned daily

Condition:

New

Source:

W. W. Grainger Ink

DJCP 35

Dremel Electric Engraver

Ser Number:

None

Acquisition Date:

10-04-77

Cost:

\$11.95

Location:

~~Tele-Serv~~ CP/PCR CCJ 1/2/80

Used by:

Police officers assigned daily

Condition:

New

Source:

W. W. Grainger Ink

DJCP 36

Dremel Electric Engraver

Ser Number:

None

Acquisition Date:

10-04-77

Cost:

\$11.95

Location:

~~Tele-Serv~~ CP/PCR CCJ 1/2/80

Used by:

Police officers assigned daily

Condition:

New

Source:

W. W. Grainger Ink

DJCP 37

Dremel Electric Engraver

Ser Number: None

Acquisition Date: 10-04-77

Cost: \$11.95

Location: ~~Tele-Serv~~ *C.P./P.C.R. C-2J 1/2/80*

Used by: Police officers assigned daily

Condition: New

Source: W. W. Grainger Ink

DJCP 38

Dremel Electric Engraver

Ser Number: None

Acquisition Date: 10-04-77

Cost: \$11.95

Location: Tele-Serv

Used by: Police officers assigned daily

Condition: New

Source: W. W. Grainger Ink

DJCP 39 Dremel Electric Engraver

Ser Number: None

Acquisition Date: 10-04-77

Cost: \$11.95

Location: Tele-Serv

Used by: Police officers assigned daily

Condition: New

Source: W. W. Grainger Ink

DJCP 40 Dremel Electric Engraver

Ser Number: None

Acquisition Date: 10-04-77

Cost: \$11.95

Location: Tele-Serv

Used by: Police officers assigned daily

Condition: New

Source: W. W. Grainger Ink

DJCP: 41 Magnetic Red Light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: Tele-Serv

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

DJCP: 42 Magnetic Red Light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: Tele-Serv

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

DJCP: 43 Magnetic Red Light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: Tele-Serv

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

DJCP: 44 Magnetic Red Light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: Tele-Serv

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

DJCP: 45

Magnetic Red Light

Ser Number:

None

Acquisition Date:

11-09-77

Cost:

\$34.95

Location:

Tele-Serv

Used by:

Police officer assigned daily

Condition:

New

Source:

Major Safety Service

DJCP: 46

Magnetic Red Light

Ser Number:

None

Acquisition Date:

11-09-77

Cost:

\$34.95

Location:

Tele-Serv

Used by:

Police officer assigned daily

Condition:

New

Source:

Major Safety Service

DJCP: 47 Magnetic Red Light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: Tele-Serv

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

DJCP: 48 Magnetic Red Light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: ~~Tele-Serv~~ CAR 271

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

DJCP: 49 Magnetic Red light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: ~~Tele-Serv~~ CAR 273

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

DJCP: 50 Magnetic Red Light

Ser Number: None

Acquisition Date: 11-09-77

Cost: \$34.95

Location: Tele-Serv

Used by: Police officer assigned daily

Condition: New

Source: Major Safety Service

1-27-77 Missing Rkt

DJCP: 51 VTR C70E Cabinet

Ser Number: None

Acquisition Date: 1-10-78

Cost: 369.00

Location: VTR Storage Room

Used by: Training

Condition: New

Source: AVEC Electronics

DJCP: 52 Portabrace PB-4400

Ser Number: None

Acquisition Date: 1-10-78

Cost: 273.00

Location: VTR Storage Room

Used by: Training

Condition: New

Source: AVEC Electronics

DJCP: 53

Electric Digital Clock

Ser Number:

Acquisition Date: 01-30-78

Cost: \$24.99

Location: Tele-Serv desk

Used by: Tele-Serv officers

Condition: New

Source: Sears & Roebuck

DJCP: 54

Electric Digital Clock

Ser Number:

Acquisition Date: 01-30-78

Cost: \$24.99

Location: Tele-Serv desk

Used by: Tele-Serv officers

Condition: New

Source: Sears & Roebuck

DJCP: 55 Electric Digital Clock

Ser Number:

Acquisition Date: 01-30-78

Cost: \$24.99

Location: Tele-Serv desk

Used by: Tele-Serv officers

Condition: New

Source: Sears & Roebuck

DJCP: 56

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

~~Tele-Serv~~ Car 230

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 57

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

Tele-Serv

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 58

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

Tele-Serv *Planning*

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 59

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

Tele-Serv

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 60

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

Tele-Serv *Car 215*

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 61

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

~~Tele-Serv~~ 220 216

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. Goerge Map Co.

DJCP: 62

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

~~Tele-Serv~~ K-9 Sgt Ciotti

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 63

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

~~Tele Serv~~ A-I-I

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. Goerge Map Co.

DJCP: 64

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

~~Tele Serv~~ Can 214

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 65

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

Tele-Serv

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map CO.

DJCP: 66

Street Locator

Ser Number:

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

~~Tele-Serv.~~ *car 209*

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP: 67 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ Can 226

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 68 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ Can 223

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 69 Street Locater
Ser Number: None
Acquisition Date: 10-21-77
Cost: \$45.00
Location: Tele-Serv *Car 28*
Used by: Police officers assigned daily
Condition: New
Source: C. W. George Map Co.

DJCP: 70 Street Locater
Ser Number: None
Acquisition Date: 10-21-77
Cost: \$45.00
Location: Tele-Serv *Car 211*
Used by: Police officers assigned daily
Condition: New
Source: C. W. George Map Co.

DJCP: 71 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Car 220*

Used by: Police officers assigned daily

Condition: New

Source: C.W. George Map Co.

DJCP: 72 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Car 228*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 73 Street Locator
Ser Number: None
Acquisition Date: 10-21-77
Cost: \$45.00
Location: Tele-Serv
Used by: Police officers assigned daily
Condition: New
Source: C. W. George Map Co.

DJCP: 74 Street Locator
Ser Number: None
Acquisition Date: 10-21-77
Cost: \$45.00
Location: Tele-Serv *Car 222*
Used by: Police officers assigned daily
Condition: New
Source: C. W. George Map Co.

DJCP: 75 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Car 225*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 76 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Car 229*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 77 Street Locator

Ser Number: None
Acquisition Date: 10-21-77
Cost: \$45.00
Location: ~~Tele-Serv~~ *WARRANT BUREAU*
Used by: Police officers assigned daily
Condition: New
Source: C. W. George Map Co.

DJCP: 78 Street Locator

Ser Number: None
Acquisition Date: 10-21-77
Cost: \$45.00
Location: ~~Tele-Serv~~ *Car 221*
Used by: Police officers assigned daily
Condition: New
Source: C. W. George Map Co.

DJCP: 79 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Box 229*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 80 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Box 231*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 81 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Car 207*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 82 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: ~~Tele-Serv~~ *Car 210*

Used by: Police officers assigned daily

Condition: New

Source: C.W. George Map Co.

DJCP: 83 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: Tele-Serv *Desk (2)*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP: 84 Street Locator

Ser Number: None

Acquisition Date: 10-21-77

Cost: \$45.00

Location: Tele-Serv *Car 217*

Used by: Police officers assigned daily

Condition: New

Source: C. W. George Map Co.

DJCP 86

Bulletin Board

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

18.00

Location:

Tele-Serv

Used by:

Tele-Serve

Condition:

New

Source:

City Schools ~~and~~

DJCP: 85

Street Locater

Ser Number

None

Acquisition Date:

10-21-77

Cost:

\$45.00

Location:

Tele-Serv CAPT Theruit UP Commander

Used by:

Police officers assigned daily

Condition:

New

Source:

C. W. George Map Co.

DJCP 87

C C Profile Book

Ser Number:

None

Acquisition Date:

10-10-77

Cost:

\$8.78

Location:

~~Tele Serv~~ LARCENY SQUAD

Used by:

~~Police officers assigned daily~~ SGT. CHAMBERS

Condition:

New

Source:

Standard Office Supply

DJCP 88

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tele Serv~~ BURGLARY SQUAD

Used by:

~~Police officers assigned daily~~ SGT. R. LODGE

Condition:

New

Source:

Standard Office Supply

DJCP 89

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tele Serv~~ *HOMICIDE SQUAD*

Used by:

~~Police officers assigned daily~~ *Sgt. T.O. BENOIT*

Condition:

New

Source:

Standard Office Supply

DJCP 90

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tele Serv~~ *YOUTH BUREAU*

Used by:

~~Police officers assigned daily~~ *LT. PAUL CLARK*

Condition:

New

Source:

Standard Office Supply

DJCP 91

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tele Serv~~ *SEX CRIMES UNIT*

Used by:

~~Police officers assigned daily~~ *DET. HUNDLEY*

Condition:

New

Source:

Standard Office Supply

DJCP 92

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 93

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tel. Sec.~~ COMM. ATTY. OFFICE

Used by:

~~Police officers assigned daily~~ M.O.P. UNIT
BILLY MOORE

Condition:

New

Source:

Standard Office Supply

DJCP 94

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tel. Sec.~~ CRIME PREVENTION

Used by:

~~Police officers assigned daily~~ SGT. G. BOONE

Condition:

New

Source:

Standard Office Supply

DJCP 95

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tele-Serv~~ *MT. HERMON P.O. R OFFICE*

Used by:

~~Police officers assigned daily~~ *LT. DON BROWN*

Condition:

New

Source:

Standard Office Supply

DJCP 96

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

CONTINUED

2 OF 5

DJCP 97

C C Profile Book

Ser Number: None
Acquisition Date: 10-19-77
Cost: \$8.78
Location: ~~Tele-Serv~~ *C.A.U.*
Used by: ~~Police officers assigned daily~~ *SGT. ENNIS*
Condition: New
Source: Standard Office Supply

DJCP 98

C C Profile Book

Ser Number: None
Acquisition Date: 10-19-77
Cost: \$8.78
Location: Tele-Serv
Used by: Police officers assigned daily
Condition: New
Source: Standard Office Supply

DJCP 99

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 100

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

~~Tele-Serv~~ DET. SAPIENZA

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 101

C C Profile Book

Ser Number: None

Acquisition Date: 10-19-77

Cost: \$8.78

Location: ~~Tele-Serv~~ CHIEF'S OFFICE

Used by: ~~Police officers assigned daily~~ E.R. BOONE, CHIEF

Condition: New

Source: Standard Office Supply

DJCP 102

C C Profile Book

Ser Number: None

Acquisition Date: 10-19-77

Cost: \$8.78

Location: Tele-Serv

Used by: Police officers assigned daily

Condition: New

Source: Standard Office Supply

DJCP 103

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv - *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 104

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv - *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 105

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv - *U.P. C.P. (Capt. ENRICO)*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 106

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 107

C C Profile Book

Ser Number: None
Acquisition Date: 10-19-77
Cost: \$8.78
Location: Tele-Serv - *up.*
Used by: Police officers assigned daily
Condition: New
Source: Standard Office Supply

DJCP 108

C C Profile Book

Ser Number: None
Acquisition Date: 10-19-77
Cost: \$8.78
Location: Tele-Serv - *up.*
Used by: Police officers assigned daily
Condition: New
Source: Standard Office Supply

DJCP 109

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv - *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 110

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv - *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 111 C C Profile Book

Ser Number: None

Acquisition Date: 10-19-77

Cost: \$8.78

Location: Tele-Serv - *up*

Used by: Police officers assigned daily

Condition: New

Source: Standard Office Supply

DJCP 112 C C Profile Book

Ser Number: None

Acquisition Date: 10-19-77

Cost: \$8.78

Location: Tele-Serv *up*

Used by: Police officers assigned daily

Condition: New

Source: Standard Office Supply

DJCP 113

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 114

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 115

C C Profile Book

Ser Number: None
Acquisition Date: 10-19-77
Cost: \$8.78
Location: Tele-Serv *u.p.*
Used by: Police officers assigned daily
Condition: New
Source: Standard Office Supply

DJCP 116

C C Profile Book

Ser Number: None
Acquisition Date: 10-19-77
Cost: \$8.78
Location: Tele-Serv *u.p.*
Used by: Police officers assigned daily
Condition: New
Source: Standard Office Supply

DJCP 117

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv *U.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 118

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv *U.P.*

Used by:

Police Officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 119

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv *V.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 120

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv *V.P.*

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 121

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv

U.P.

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP 122

C C Profile Book

Ser Number:

None

Acquisition Date:

10-19-77

Cost:

\$8.78

Location:

Tele-Serv

U.P.

Used by:

Police officers assigned daily

Condition:

New

Source:

Standard Office Supply

DJCP: 123 Portsmouth City Directory

Ser Number:

Acquisition Date: 3-1-78

Cost: 85.00

Location: Tele-Serv

Used by: Patrol Officers

Condition: New

Source: Hill Directory Co.

DJCP: 124 Portsmouth City Directory

Ser Number:

Acquisition Date: 3-1-78

Cost: 95.00

Location: Tele-Serv

Used by: Patrol Officers

Condition: New

Source: Hill Directory Co.

DJCP: 125 Rust 25 x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: Resource Room *Chuy Kung*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 126 Rust 25'x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: Resource Room *Chuy Kung*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 127 Brown 25 x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: ~~Resource Room~~ *Ches Pope*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 128 Brown 25 x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: ~~Resource Room~~ *Ches Pope*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 129 Brown 25 x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: ~~Resource Room~~ *Cher Pope*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 130 Gold 25 x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: ~~Resource Room~~ *ICAP*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 131 Gold 25 x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: Resource-Room *ICAP*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 132 Rust 25 x 28 x 30 Swivel Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$80.25

Location: Resource Room *Chengling*

Used by: Patrol Officers

Condition: New

Source: Office Environments

DJCP: 133 Gold Vinyl Stack Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$27.00

Location: Room 408

Used by: Sector Commander

Condition: New

Source: Office Environments

DJCP: 134 Gold vinyl stack chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$27.00

Location: Room 408

Used by: Sector Commander

Condition: New

Source: Office Environments

DJCP: 135 Gold Vinyl Stack Chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$27.00

Location: Resource Room

Used by: Patrol Officer

Condition: New

Source: Office Environments

DJCP: 136 Gold vinyl stack chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$27.00

Location: Resource Room

Used by: Patrol Officer

Condition: New

Source: Office Environments

DJCP: 137 Gold vinyl stack chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$27.00

Location: Resource Room

Used by: Patrol Officer

Condition: New

Source: Office Environments

DJCP: 138 Gold vinyl stack chair

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$27.00

Location: Room 408

Used by: Sector Commander

Condition: New

Source: Office Environments

DJCP: 139 18 x 24 x 18 Teak Cube Table

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$57.00

Location: Resource Room

Used by: Patrol Officer

Condition: New

Source: Office Environments

DJCP: 140 18 x 24 x 18 Teak Cube Table

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$57.00

Location: Resource Room

Used by: Patrol Officer

Condition: New

Source: Office Environments

DJCP: 141 30-inch Round Trek Table

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$78.00

Location: ~~Resource Room~~ (VTR Storage Room)

Used by: Patrol Officer

Condition: New

Source: Office Environments

DJCP: 142 18 x 24 x 18 Teak Cube Table

Ser Number: None

Acquisition Date: 11-14-77

Cost: \$57.00

Location: Resource Room

Used by: Patrol Officer

Condition: New

Source: Office Environments

DJCP: 143 #1000 Dazor Portable Lamp

Ser Number: None

Acquisition Date: 2-23-78

Cost: \$41.25

Location: Room 408

Used by: Icap Staff

Condition: New

Source: Virginia Stationery & Office Supplies

DJCP: 144 #1000 Dazor Portable Lamp

Ser Number: None

Acquisition Date: 2-23-78

Cost: \$41.25

Location: Planning Unit

Used by: Crime Analysis

Condition: New

Source: Virginia Stationery & Office Supplies

DJCP: 145 36 x 24 x 42 Counter Hi Cabinets

Ser Number: None

Acquisition Date: 11-22-77

Cost: \$71.00

Location: Tele-Serv

Used by: Tele-Serv Officers

Condition: New

Source: Everett Waddey

DJCP: 146 36 x 24 x 42 Counter Hi Cabinets

Ser Number: None

Acquisition Date: 11-22-77

Cost: \$71.00

Location: Tele-Serv

Used by: Tele-Serv Officers

Condition: New

Source: Everett Waddey

DJCP: 147 36 x 24 x 42 Counter Hi Cabinets

Ser Number: None

Acquisition Date: 11-22-77

Cost: \$71.00

Location: Tele-Serv

Used by: Tele-Serv Officers

Condition: New

Source: Everett Waddey

DJCP: 148

36 x 24 x 42 Counter Hi Cabinets

Ser Number:

None

Acquisition Date:

11-22-77

Cost:

\$71.00

Location:

Tele-Serv

Used by:

Tele-Serv Officers

Condition:

New

Source:

Everett Waddey

DJCP: 149

Portable Cassette Recorder CR-4400U

Ser Number:

None

Acquisition Date:

1-10-78

Cost:

2,501.00

Location:

VTR Storage Room

Used by:

Training

Condition:

New

Source:

AVEC Electronics

DJCP 150 30 X 60 6-drawer desk

Ser Number: None

Acquisition Date: 10-10-77

Cost: \$149.00

Location: Room 408

Used by: ICAP Manager

Condition: New

Source: Desks, Inc.

DJCP 151 30 X 60 6-drawer desk

Ser Number: None

Acquisition Date: 10-10-77

Cost: \$149.00

Location: ~~Room 408~~ Planning

Used by: Program Analyst

Condition: New

Source: Desks, Inc.

DJCP 152 Brown Executive Chair

Ser Number: None
Acquisition Date: 10-10-77
Cost: \$65.00
Location: Room 408
Used by: ICAP Manager
Condition: New
Source: Desks, Inc.

DJCP 153 Brown Executive Chair

Ser Number: None
Acquisition Date: 10-10-77
Cost: \$65.00
Location: Room ~~408~~ *PLANNING*
Used by: ICAP Program Analyst
Condition: New
Source: Desks, Inc.

DJCP 154 4-drawer file

Ser Number: None

Acquisition Date: 10-10-77

Cost: \$92.00

Location: Room 408

Used by: ICAP Office (file)

Condition: New

Source: Desks, Inc.

DJCP 155 Unifile

Ser Number: None

Acquisition Date: 10-10-77

Cost: \$69.00

Location: ~~Room 408~~ *Planning*

Used by: Intelligence officer
file & desk

Condition: New

Source: Desks, Inc.

DJCP 156 Book Shelf 36X57X12

Ser Number: None

Acquisition Date: 11-30-77

Cost: \$68.00

Location: Room 408 *Captains office*

How Used: Book Storage

Condition: New

Source: Office Environment

DJCP 157 2 - Shotgun Storage Racks

Ser Number: None

Acquisition Date: 09-19-77

Cost: \$330.00

Location: Tele-Serv

Used by: Tele-Serve (storage)

Condition: New

Source: R. S. St.Clair

Remarks: Builder

DJCP 158

4-drawer file

Ser Number:

None

Acquisition Date:

11-18-77

Cost:

\$74.50 ~~X~~

Location:

Tele-Serv (Storage)

How used:

Equipment storage

Condition:

New (new - work (card))

Source:

Everett Waddey
Office Supplies

DJCP 159

4-drawer file

Ser Number:

None

Acquisition Date:

11-18-77

Cost:

\$74.50

Location:

Tele-Serv

How used:

Equipment storage

Condition:

New

Source:

Everett Waddey
Office Supplies

DJCP 160

Phone Mate

Ser Number: 717098
Acquisition Date: 09-28-77
Cost: \$299.95
Location: ~~Room 408~~ *Planning Sector 2 Commander P.D.*
How Used: Record phone calls
Condition: New
Source: Electronics Unlimited

DJCP 161

Sharp Calculator

Ser Number: 75038593
Acquisition Date: 10-07-77
Cost: \$55.89
Location: ~~Room 408~~ *Planning*
Used by: ~~ICAP Manager~~ *CRIME ANALY. Sgt FENNIS*
Condition: New
Source: Malcolm Associates Inc.

DJCP 162

IBM Typewriter

Ser Number: 3548116

Acquisition Date:

Cost:

Location: Room 405 CAU

Used by: IBM Manager CAU secretary

Condition: New

Source:

DJCP 163

30 X 60 6-drawer desk (black)

Ser Number: None

Acquisition Date: 08-18-77

Cost: \$138.00

Location: Tele-Serv

Used by: Tele-Serv officer

Source: Everett Waddey
Office Supplies

Condition: New

DJCP 164 30 X 60 6-drawer desk (black)

Ser Number: None

Acquisition Date: 08-18-77

Cost: \$138.00

Location: Tele-Serv

Used by: Tele-Serv officer

Condition: New

Source: Everett Waddey
Office Supplies

DJCP 165 30 X 60 6-drawer desk (black)

Ser Number: None

Acquisition Date: 08-18-77

Cost: \$138.00

Location: Tele-Serv

Used by: Tele-Serv officer

Condition: New

Source: Everett Waddey
Office Supplies

DJCP 166

Black Executive Chair

Ser Number:

None

Acquisition Date:

08-18-77

Cost:

\$64.00

Location:

Tele-Serv

Used by:

Tele-Serv officer

Condition:

New

Source:

Everett Wadley
Office Supplies

DJCP 167

Black Executive Chair

Ser Number:

None

Acquisition Date:

08-18-77

Cost:

\$64.00

Location:

Tele-Serv

Used by:

Tele-Serv officer

Condition:

New

Source:

Everett Wadley
Office Supplies

DJCP 168

Black Executive Chair

Ser Number:

None

Acquisition Date:

08-18-77

Cost:

\$64.00

Location:

Tele-Serv

Used by:

Tele-Serv Officer

Condition:

New

Source:

Everett Waddey
Office Supplies

DJCP 169

Keyboard

Ser Number:

None

Acquisition Date:

01-09-77

Cost:

\$32.00

Location:

Tele-Serv

How Used:

Accountability &
Storage of Cay Keys

Condition:

New

Source:

R. S. St.Clair

Remarks:

Builder

DJCP 170 Motorola Rapid Charger

Ser Number:

Acquisition Date: 03-15-78

Cost:

Location: Tele-Serv

How Used: Patrol Aides

Condition: New

Source: Motorola

Remarks:

DJCP 171 Motorola Rapid Charger

Ser Number:

Acquisition Date: 03-15-78

Cost:

Location: ⁹⁻¹⁰⁻⁷⁹ ~~Tele-Serv~~ CID *Alto*

How Used: Patrol Aides

Condition: New

Source: Motorola

Remarks:

DJCP 172

Motorola Rapid Charger

Ser Number:

Acquisition Date:

03-15-78

Cost:

Location:

How Used:

Condition:

Source:

Remarks:

9-10-79
~~Tele-Serv~~ C10 *Me*

Patrol Aides

New

Motorola

DJCP 173

Radio (Motorola MT-500 Portable)

Ser Number:

Acquisition Date:

U29 H6P

03-15-78

Cost:

Location:

How Used:

Condition:

Source:

Remarks:

9-10-79
~~Tele-Serv~~ C10 *Me*

Patrol Aides

New

Motorola

Radio 53

DJCP 174 Motorola MT-500 Portable Radio

Ser Number: U29 H4P

Acquisition Date: 03-15-78

Cost:

Location: ~~Tele-Serv~~ 9-10-79
CID

How Used: Patrol Aides

Condition: New

Source: Motorola

Remarks: Radio 51

DJCP 175 Motorola MT-500 Portable Radio

Ser Number: U29 H5P

Acquisition Date: 03-15-78

Cost:

Location: Tele-Serv

How Used: Patrol Aides

Condition: New

Source: Motorola

Remarks: Radio 52

DJCP 176 24 X 45 2-drawer desk (Black)

Ser Number:

Acquisition Date: 03-02-78

Cost:

Location: Room 408

How Used: ICAP Secretary

Condition: New

Source: Desks, Inc.

Remarks:

DJCP 177

Black Secretarial Chair

Ser Number:

Acquisition Date: 03-02-78

Cost:

Location: Room 408

How Used: ICAP Secretary

Condition: New

Source: Desks, Inc.

Remarks:

DJCP 178 Typewriter Table (Rollable)

Ser Number:

Acquisition Date: 03-02-78

Cost:

Location: Room 408

How Used: ICAP Secretary

Condition: New

Source:

Remarks:

DJCP: 179

24 X 55 6-drawer Black Desk

Ser Number: None

Acquisition Date: 4-3-78

Cost: \$139.00

Location: Room 424

Used by: Sector Commanders

Condition: New

Source: Desks, Inc.

DJCP: 180 24 X 55 6-drawer Black Desk

Ser Number: None

Acquisition Date: 4-3-78

Cost: \$139.00

Location: Room 424

Used by: Sector Commanders

Condition: New

Source: Desks, Inc.

DJCP: 181 Black Executive Swivel Chair

Ser Number: None

Acquisition Date: 4-3-78

Cost: \$69.00

Location: Room 424

Used by: Sector Commanders

Condition: New

Source: Desks, Inc.

DJCP: 182 Black Executive Swivel Chair

Ser Number: None

Acquisition Date: 4-3-78

Cost: \$69.00

Location: Room 424

Used by: Sector Commanders

Condition: New

Source: Desks, Inc.

DJCP: 183

Canon P101 Calculator

Ser Number: 225647

Acquisition Date: 4-27-78

Cost: \$108.75

Location: Room 408

Used by: ICAP Staff

Condition: New

Source: Harris & Co.

DJCP: 184 Power AC Adapter AAP-44U

Ser Number: 14211515

Acquisition Date: 1-10-78

Cost: 213.50

Location: VTR Storage Room

Used by: Training

Condition: New

Source: AVEC Electronics

DJCP: 185 RF Converter Adapter

Ser Number: 16211174

Acquisition Date: 1-10-78

Cost: included accessory

Location: VTR Storage Room

Used by: Training

Condition: New

Source: AVEC Electronics

DJCP: 186 NV9200 Recorder/Player

Ser Number: L7HB11031

Acquisition Date: 1-10-78

Cost: 2,221.00

Location: VTR Storage Room

Used by: Training

Condition: New

Source: AVEC Electronics

DJCP: 187

Craig Tape Recorder

Ser Number:

2629

Acquisition Date:

5-1-78

Cost:

\$69.95

Location:

~~File - Sec 100~~ I.C.P.
~~Sector Commanders Office~~

Used by:

Lt. F. Archer

Condition:

New

Source:

Harris Co.

DJCP: 188 Craig Tape Recorder

Ser Number: 2629
Acquisition Date: 5-1-78
Cost: \$69.95
Location: ~~Sector Commanders Office~~ *Tele-Serv*
Used by: Lt. Keller
Condition: New
Source: Harris Co.

DJCP: 189 Craig Tape Recorder

Ser Number: 2629
Acquisition Date: 5-1-78
Cost: \$69.95 *Tele-Serv*
Location: ~~Sector Commanders Office~~
Used by: Lt. Reynolds
Condition: New
Source: Harris Co.

DJCP: 190 Swift 7 x 50 Binoculars

Ser Number: 789

Acquisition Date: 5-1-78

Cost: \$95.00

Location: ~~Sector Commanders Office~~ *Tele-Serv*

Used by: Lt. F. Archer

Condition: New

Source: Harris Co.

DJCP: 191 Swift 7 x 50 Binoculars

Ser Number: 789

Acquisition Date: 5-1-78

Cost: \$95.00

Location: ~~Sector Commanders Office~~ *Tele-Serv*

Used by: Lt. F. Archer

Condition: New

Source: Harris Co.

CONTINUED

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DJCP: 192

Swift 7 x 50 Binoculars

Ser Number:

789

Acquisition Date:

5-1-78

Cost:

\$95.00

Location:

Tele-Serv
~~Sector-Commanders Office~~

Used by:

Lt. W. Keller

Condition:

New

Source:

Harris Co.

DJCP: 193

Swift 7 x 50 Binoculars

Ser Number:

789

Acquisition Date:

5-1-78

Cost:

\$95.00

Location:

Tele-Serv
~~Sector~~ Commanders-Office

Used by:

Lt. W. Keller

Condition:

New

Source:

Harris Co.

DJCR: 194

Swift 7 x 50 Binoculars (NO CASE)

Ser Number:

789

Acquisition Date:

5-1-78

Cost:

\$95.00

Location:

Teke - Sew
~~Sector Commanders Office~~

Used by:

~~Lt. Reynolds~~ *Lt. Wood 10-11-78*

Condition:

New

Source:

Harris Co.

DJCP: 195

Swift 7 x 50 Binoculars

Ser Number:

789

Acquisition Date:

5-1-78

Cost:

\$95.00

Location:

Tele - Sec
~~Sector Commanders Office~~

Used by:

Lt. Reynolds

Condition:

New

Source:

Harris Co.

DJCP: 196 Portable Camera GC 4800U

Ser Number: PU 43167

Acquisition Date: 1-10-78

Cost: 3,651.00

Location: VTR Storage Room

Used by: Training

Condition: New

Source: AVEC Electronics

DJCP: 197

PBP Battery Pack

Ser Number:

140477

Acquisition Date:

1-10-78

Cost:

accessory included

Location:

VTR Storage Room

Used by:

Training

Condition:

New

Source:

AVEC Electronics

DJCP: 198

30 X 60 Desk

Ser Number:

33055

Acquisition Date:

6-13-78

Cost:

\$195.00

Location:

ICAP Office

Used by:

Field Operations Commander
Executive Officer - Capt. Clark

Condition:

New

Source:

Desk, Inc.

DJCP: 199

Brown Swivel Executive Chair

Ser Number:

Acquisition Date:

6-13-78

Cost:

\$65.00

Location:

ICAP Office

Used by:

F.O. C. Executive Officer

Condition:

New

Source:

Desks, Inc.

DJCP: 200

Walnut Lectern Laminate
w/casters

Ser Number:

00500

Acquisition Date:

7-28-78

Cost:

\$150.00

Location:

Report Writing Room

Used by:

Patrol Officers

Condition:

New

Source:

Hampton Roads Distributing Co.

DJCP: 201 & 202

18 x 18 x 16 Kiess Kraft Cube Table - two

Ser Number:

Acquisition Date:

7-28-78

Cost:

\$90.00 each

Location:

Patrol Locker Room
Resource Center

Used by:

Patrol Officers

Condition:

New

Souce:

Hampton Roads Distributing Co.

DJCP: 203 & 204

Two 20 x 26 x 16 Walnut laminate
Keiss Kraft Tables w/magazine insert
shelves

Ser Number:

Acquisition Date:

7-28-78

Cost:

\$150.00 each

Location:

Patrol Resource Room

Used by:

Patrol Officers

Condition:

New

Source:

Hampton Roads Distributing Co.

DJCP: 205 - 206 & 207

Monarch 600 - 632 Sofas - Three
US-43/Emerald

Ser Number

Acquisition Date:

7-28-78

Cost:

\$408.00 ea

Location:

Patrol Resource Room

Used by:

Patrol Officers

Condition:

New

Source:

Hampton Roads Distributing Co.

DJCP: 208

Lighting Ltd Hanging Lamp

Ser Number

Acquisition Date:

7-31-78

Cost:

\$150.00

Location:

Field Operation Commander
Office

Used by:

Commander Thereault

Condition:

New

Source:

Hampton Roads Distributing Co.

DJCP: 209 - 210 - 211 & 212

30 x 72 Walnut Laminate Tables - Four
Black Bumper T-mold edge

Ser Number

Acquisition Date:

7-28-78

Cost:

\$185.25 each

Location:

Report Writing Room

Used by:

Patrol Officers

Condition:

New

Source:

Hampton Roads Distributing Co.

DJCP: 213 - 236 inclusive Mustard Chairs - (24)

Ser Nunber: #293

Acquisition Date: 7-28-78

Cost: \$56.25 each

Location: Report Writing Room

Used by: Patrol Officers

Condition: New

Source: Hampton Roads Distributing Co.

DJCP: 237, 238, & 239

City Directories - three

Ser Number:

Acquisition Date:

July 15, 1978

Cost:

Location:

CME Review
~~ICAP~~ Office, Tele-Serv and
Crime Analysis Unit

Used by:

personnel

Condition:

New

Source:

DJCP: 240 - 256 incl.

LYON Lockers - (17)
(102 lockers total)

Ser Number:

5252

Acquisition Date:

7-28-78

Cost:

\$227.70 per 6 set

Location:

Patrol Locker Room

Used by:

Uniform Patrol Officers

Condition:

New

Source:

Hampton Roads Distributing Co.

DJCP: 257 & 258

4-drawer legal files w/locks
Horizon Beige

Ser Number:

Hon #314CP

Acquisition Date:

9-13-78

Cost:

\$144.00 each

Location:

ICAP Office

Crime Analysis Unit

Used by:

Office staff

Condition:

New

Source:

Desks, Inc.

DJCP: 259

Chevy Nova, 4 door, Metallic Brown
1X696 9T 134 743

Ser Number:

Acquisition Date:

November 1, 1978

Cost:

Location:

Used by:

Sector Commanders

Condition:

New

Source:

DJCP: 260

35MM Camera w/55MM F/2.2 lens
similar to Fujica ST605 (SLR)
& Case

Ser Number:

Acquisition Date:

12-18-78

Cost:

\$232.50

Location:

~~Tele-Serv~~ Sector Commanders of D

Used by:

~~Beat-Officers~~ Sector Lieutenants

Condition:

New

Source:

Harris Company
Midcity

DJCP: 261	Signal Stat Sirene and Speaker
Ser Number:	
Acquisition Date:	12-01-78
Cost:	\$355.88
Location:	Chevy Nova
Used by:	Sector Commanders
Condition:	New
Source:	Tidewater Battery Company

DJCP: 262

Mixed Media Mechanized File Lectriever
110

Ser Number:	7560002
Acquisition Date:	12-04-78
Cost:	\$7580.00
Used by:	Support Personnel
Condition:	New
Source:	Yates Business Systems
Location:	Central Records Office

DJCP: 263

BM 8A Fanon Scanner

Ser Number:

Acquisition Date:

11-27-78

Cost:

\$144.85

Location:

Sector Commanders Office

Used by:

Sector Personnel

Condition:

New

Source:

Electronics Unlimited

DJCP: 264

Macbeth Densitometer

Ser Number:

TD502

Acquisition Date:

11-27-78

Cost:

\$895.00

Location:

Central Records Office

Used by:

Support Personnel

Condition:

New

Source:

Yates Business Systems

DJCP: 277-280

Rental Beepers

L-809 441-9809 277 CID Commanders Office used for signout
of CID personnel

L-815 441-9815 278 Homicide & Robbery Squad

L-735 441-9735 279 Sex Crimes Squad

~~441-9460 280 Identification Squad~~ RUA

DJCP: 281

Editing Control System

Ser Number:

Acquisition Date:

2-23-79

Cost:

\$9,000.00

Location:

Training Bureau

Used by:

Training Staff

Condition:

New

Source:

AVEC Electronics
711 Granby Street
Norfolk

DJCP: 282

4-drawer legal file w/lock

Ser Number:

Hon #314CP/B

Acquisition Date:

2-15-79

Cost:

\$135.00

Location:

~~Training~~
Captain's Office *Crime Impact Unit*

Used by:

Night Captains

Condition:

New

Source:

Desks Incorporated

DJCP: 265-276

Hand-held Spot Lights

Ser Number:

800-1601-0

Acquisition Date:

1-29-79

Cost:

\$298.80

Location:

Tele-Serve

Used by:

Patrol & CID Officers

Condition:

New

Source:

Southern Police Equipment Co. Inc.
108 Turner Road
Richmond, Virginia 23225
275-7875

DJCP: 283

16K Level II Basic TRS 80 Microcomputer

Ser Number:

Acquisition Date:

Cost:

Location:

Used by:

Condition:

Source:

1-31-79

\$789.00

Planning & Analysis Unit

PAU Staff

New

Radio Shack

DJCP: 284

12" Video Display, Realistic CTR 41 Cassette
Recorder and Level II Basic User's Manual

Ser Number:

Acquisition Date:

1-31-79

Cost:

\$199.00

Location:

PAU

Used by:

PAU Staff

Condition:

New

Source:

Radio Shack

DJCP: 285-295 (inc.)

Gold side chairs

Ser Number:

United #STX 9

Acquisition Date:

May 14, 1979

Cost:

\$21.00 each Total \$273.00

Location:

Criminal Investigation Law Library

Used by:

CID staff

Condition:

New

Source:

Desk for

DJCP: 296 & 297

Tables (36 x 96)

Ser Number:

Virco #6825

Acquisition Date:

May 14, 1979

Cost:

\$69.00 each Total \$138.00

Location:

Criminal Investigation Law Library

Used by:

CID staff

Condition:

New

Source:

Desk Inc

DJCP: 298

Tropic Sand/Walnut Desk

Ser Number:

Hon #32401

Acquisition Date:

May 14, 1979

Cost:

\$125.00

Location:

Criminal Investigation Interrogation Room

Used by:

CID staff

Condition:

New

Source:

Desks Inc.

DJCP: 299 & 300

Ser Number:

Acquisition date:

Cost:

Location:

Used by:

Condition:

Source:

Gold side chairs

United #STX 9

5-14-79

\$21.00 each

CID Interrogation Room

CID staff

New

Desks, Inc.

DJCP #301

Black Legal Size File Cabinet

Ser Number:

314C

Acquisition Date:

8-23-79

Cost:

\$113.00

Location:

Tele-Serve

Used by:

Patrol Officers

Condition:

New

Source:

Desks, Inc.

DJCP# 302 8½ X 11 File Cabinet, color gray

Ser Number: #314 P HON

Acquisition Date: 9-1-79

Cost: \$115.00

Location: Training

Used by: Office Staff

Condition: New

Source: Desks, Inc.

DJCP# 303

Wood Bookcase, 4 shelves
56" high X 36" wide

Ser Number:

Acquisition Date:

October 26, 1979

Cost:

\$119.70

Location:

Crime Analysis

Used by:

CAU staff

Condition:

New

Source:

Janets Office Supplies & Machines

DJCP# 304

Data file module
14 7/8" X 11", woodgrain

Ser Number:

Acquisition Date:

October 26, 1979

Cost:

\$70.83

Location:

Crime Analysis

Used by:

CAU staff

Condition:

New

Source:

Janets Office Supplies & Machines

DJCP #305	30" x 60" Executive Desk, Walnut/black
Ser Number:	HON #33055WP
Acquisition Date:	11-20-79
Cost:	\$222.00
Location:	Crime Analysis
Used by:	Crime Analysis Secretary
Condition:	New
Source:	Desks Inc.

DJCP# 306

Black Secretarial Chair

Ser Number:

HON#W-60

Acquisition Date:

11-20-79

Cost:

\$79.00

Location:

Crime Analysis

Used by:

Crime Analysis Secretary

Condition:

New

Source:

Desks, Inc.

DCJP# 307

Miller Typing Stand

Ser Number:

#TSS-51

Acquistion Date:

11-20-79

Cost:

\$69.00

Location:

Crime Analysis

Used by:

Crime Analysis Secretary

Condition:

New

Source:

Desks, Inc.

DJCP# 308 & 309

Heavy Duty Office Chairs

Ser Number:

GB 27

Acquisition Date:

2-11-80

Cost:

\$150.00 each

Location:

Tele-Serve

Used by:

Patrol Officers assigned to Tele-Serve

Condition:

New

Source:

Desks Incorporated

DJCP# 310, 311, 312, 313, 314, 315,
316, 317, 318, & 319 + 320

Video Tape Equipment

Ser Number:

None

Acquisition Date:

12-27-79

Cost:

\$23935.70 (total)

Location:

VTR Room - Line-up Room

Used by:

Sgt. Norton
VTR Coordinator

Condition:

New

Source:

AVEC Electronics Corp.
bided out #08010

DJCP# 310, 311, 312, 313, 314, 315,
316, 317, 318, & 319 + 320

Video Tape Equipment

Ser Number:

None

Acquisition Date:

12-27-79

Cost:

\$23935.70 (total)

Location:

VTR Room - Line-up Room

Used by:

Sgt. Norton
VTR Coordinator

Condition:

New

Source:

AVEC Electronics Corp.
bided out #08010

310 - Self Contained Three Tube Color Video Camera	\$18500.00
311 - Auxiliary Light Kit	880.20
312 - Color Video Monitors	375.00
313 - "" "" ""	375.00
314 -	1050.00
315 - Color Camera Sync Coupler	1525.00
316 - Color Special Effects Generator	515.50
317 - Power Belt w/Cable	40.00
318 - Y Cable Adapter	60.00
319 - Cable Extension	615.00
320 - Movable Console	<u>\$23935.70</u>

310 - Self Contained Three Tube Color Video Camera	\$18500.00
311 - Auxiliary Light Kit	880.20
312 - Color Video Monitors	375.00
313 - "" "" ""	375.00
314 -	1050.00
315 - Color Camera Sync Coupler	1525.00
316 - Color Special Effects Generator	515.50
317 - Power Belt w/Cable	40.00
318 - Y Cable Adapter	60.00
319 - Cable Extension	615.00
320 - Movable Console	<u>\$23935.70</u>

DJCP# 321

IBM Correcting Selectric II

Ser Number:

6695143

Acquisition Date:

June 10, 1980

Cost:

\$864.00

Location:

ICAP Office

Used by:

ICAP Secretary

Condition:

New

Source:

IBM

DJCP# 321

IBM Correcting Selectric II

Ser Number:

6695143

Acquisition Date:

June 10, 1980

Cost:

\$864.00

Location:

ICAP Office

Used by:

ICAP Secretary

Condition:

New

Source:

IBM

DJCP# 322

Minolta Reader/Printer

Ser Number:

Acquisition Date:

July 1, 1980

Cost:

\$3045.00

Location:

Planning & Analysis

Used by:

All Divisions

Condition:

New

Source:

Yates Business Systems

DJCP# 323

Calrad 15-135

Ser Number:

Acquisition Date:

6-19-80

Cost:

\$1,966.25

Location:

Commonwealth Attorney Office
VTR Room

Used by:

Sgt. G. Norton, VTR Coordinator

Condition :

New

Source :

AVEC Electronics

DJCP# 323

Calrad 15-135

Ser Number:

Acquisition Date:

6-19-80

Cost:

\$1,966.25

Location:

Commonwealth Attorney Office
VTR Room

Used by:

Sgt. G. Norton, VTR Coordinator

Condition :

New

Source :

AVEC Electronics

DJCP# 323

Carrad 15-135

Ser Number:

Acquisition Date:

6-19-80

Cost:

\$1,966.25

Location:

Commonwealth Attorney Office
VTR Room

Used by:

Sgt. G. Norton, VTR Coordinator

Condition :

New

Source :

AVEC Electronics

DJCP# 323

Calrad 15-135

Ser Number:

Acquisition Date:

6-19-80

Cost:

\$1,966.25

Location:

Commonwealth Attorney Office
VTR Room

Used by:

Sgt. G. Norton, VTR Coordinator

Condition :

New

Source :

AVEC Electronics

CONTINUED

4 OF 5

DJCP# 327 Character Generator
Ser. Number 05188
Acquisition Date; 3-8-82
Cost: \$5,250.00
Location: Commonwealth Attorney Office
 VTR Room
Used by: Sgt. G. Norton, VTR Coordinator
Condition: New
Source: Midwest Corporation

DJCP# 328 Time Base Corrector
Ser. Number 17634
Acquisition Date: 4-9-82
Cost: \$8,479.00
Location: Commonwealth Attorney Office
 VTR Room
Used by: Sgt. G. Norton, VTR Coordinator
Condition: New
Source: Midwest Corporation