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**Standardized Crime Reporting System's
Exemplary SCRS Model
Phase IV**

Final Report

April 30, 1981

Work performed under Grant Number 80BJ-CX-0013 awarded by the Bureau of Justice Statistics, U.S. Department of Justice.

82453

SEARCH GROUP Inc.

The National Organization for Justice Information and Statistics



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ACQUISITIONS

Contents

| | <u>Page</u> |
|--|-------------|
| I. INTRODUCTION | 1 |
| SCRS Background | 1 |
| SCRS Phase IV | 2 |
| Purpose of Report | 2 |
| II. SCRS SEMINARS | 3 |
| III. SCRS MARKETING | 6 |
| IV. SCRS TECHNICAL ASSISTANCE | 10 |
| V. SCRS FINAL DOCUMENT | 15 |
| VI. CONCLUSION | 16 |
| Appendix A: SCRS Seminar Announcement | |
| Appendix B: Evaluation Summary of Denver SCRS Presentation | |
| Appendix C: SCRS Magazine Article | |
| Appendix D: SGI Interface Features | |
| Appendix E: Documenting SCRS: A Descriptive Methodology | |
| Appendix F: SCRS Assessment Model and Application Methodology | |
| Appendix G: Selected Law Enforcement Agencies Using SCRS | |

I. INTRODUCTION

The goal of the Standardized Crime Reporting System (SCRS) project is to improve criminal justice information and statistics through the development and implementation of standardized methods for managing crime event data. To accomplish this major goal, SCRS has been developed in an orderly manner from conceptual model to operational mode.

SCRS Background

A first task for SCRS was to determine the information requirements of crime report users and define the data elements necessary to satisfy those requirements. All known users and uses of crime reporting information were identified and catalogued. The scope of the task was not limited to just law enforcement uses of crime report information, but rather it encompassed a broader field of the total criminal justice family; prosecutors, probation personnel, and city/county managers.

This task resulted in the identification and definition of 72 standard crime reporting data elements considered necessary to successfully satisfy the requirements of the complaint, dispatch, initial investigation, follow-up reporting, and arrest/apprehension processes.

The three basic functions of a total crime information system were also identified and defined. These functions of data capture, data management and control, and data utilization provided the foundation for the subsequent methodology to be employed as the SCRS project continued.

SCRS was then designed, implemented, and tested at five representative law enforcement agencies, the results were evaluated, and an implementation package for the finalized SCRS design was prepared.

After the tasks were completed, SCRS was assessed and documented, and SCRS was marketed through seminars and other means. This work was guided by a SCRS Advisory-User Group. In addition to an overall concern for marketing SCRS, this Group monitored the assessment process, reviewed the documentation, and served as a sounding board for SEARCH staff as the major tasks were undertaken.

SCRS Phase IV

The goal of Phase IV was to facilitate the expansion of SCRS into a broader range of law enforcement agencies and to support a successful program of dissemination and transfer of SCRS. Detailed information and the results of the SCRS Phase IV program provide the basis for this report and are described in subsequent chapters. The volume "Case Studies of SCRS Implementations" was designed to guide law enforcement administrators by providing a role model.

Purpose of Report

This report presents the results of a concentrated effort to support a program of dissemination and transfer of SCRS. It describes the following aspects of the Phase IV program:

- Provision of technical assistance to selected law enforcement agencies that wished to implement SCRS;
- Assistance in expanding the awareness of the law enforcement community about SCRS through seminars and other marketing efforts; and
- Production of a final document containing exemplary SCRS implementations to serve as examples for duplication and comparison.

II. SCRS SEMINARS

During this grant period of the Standardized Crime Reporting System (SCRS), SEARCH has completed a series of three seminars designed to provide criminal justice practitioners with comprehensive information regarding standardized crime reporting. The seminars, presented during October and November, 1980, were held in San Francisco, Philadelphia, and Boston. Attendance averaged 46 persons at each seminar, representing local, county, state, and federal law enforcement and other criminal justice agencies.

The seminars were designed around the practical application of SCRS. Participants were first given an overview of SCRS starting with the basic concept, through the evolution of the system criteria development, data element selection and SCRS modular design, to the actual implementation, testing and assessment of the project and its operational feasibility.

Following that, the seminar participants were provided a detailed discussion on guidelines relevant to implementing SCRS in the law enforcement environment. The guidelines were linked to each of the implementation phases of project planning, system analysis, design, development/implementation, monitoring/assessment, and system documentation.

To put the guidelines into proper perspective, the participants were then given a description of the implementation process experienced by the test sites. Attendees at each seminar heard the detailed experiences from one of the test location project managers. The individual test site experience was followed by a "lessons learned" session that detailed the implementation problems encountered by all of the test sites and how each problem area was resolved. Concluding the

"lessons learned" portion of the seminar was a discussion on the benefits each department accrued as a result of implementing SCRS.

The final presentation of the seminar was a detailed discussion on the importance of the quality of a SCRS manual system and the first steps toward some level of automation. The potential for automation was coupled to improving the existing manual system, logically determining the agency's computer requirements and factors to be considered when deciding on computer system transfer.

Although questions from seminar participants were addressed throughout the seminar proceedings, the concluding session was devoted to a problem-solving clinic. During this period, the seminar staff answered questions on a wide range of subjects. The problem-solving clinic also encouraged audience participation.

All of the presentations given during the seminar were supported by literature pertinent to the subject under discussion. Representative of this special seminar feature were documents that included:

- Volume I: SCRS Implementation Guide
- An Assessment of SCRS: Implementation Case Studies
- Sample Agency Training Plans
- Sample Training Objectives
- Report Review Forms
- Instructions on Flowcharting
- Resource Allocation Model
- How to Write Better Police Reports
- The Language of Police Reports
- Excerpts from SCRS Series Volume III
- Model System of Directives

- Suggested Components of a Typical Report Writing Manual
- LEAA Guidelines on Privacy and Security
- Supporting documents for building a firm foundation for future automation.

A copy of the seminar announcement is included as Appendix A.

III. SCRS MARKETING

A marketing strategy for SCRS was supported by SEARCH. The plan was to bring SCRS information to the attention of the widest possible segment of the criminal justice community. The strategy included the use of seminars, special presentations, magazine articles, two-page features in SEARCH's Interface, and a wide distribution of SCRS final documentation.

SCRS Seminars

SCRS seminars were discussed in Chapter II of this report. They were an effective marketing activity and permitted the furnishing of detailed SCRS information to a wide geographical distribution of law enforcement practitioners. These seminars were publicized by mailing of notices to over 6,000 law enforcement agencies and by announcements printed in Criminal Justice Newsletter; Crime Control Digest; Systems, Technology, and Science Newsletter, the National Institute of Justice's Selective Notice of Information, and SEARCH's Interface.

SCRS Special Presentation

As a special marketing device, SEARCH joined with some state planning agencies to provide special one-day SCRS presentations. These sessions held in Denver, Colorado; Salina, Kansas; and Columbus, Ohio were very successful. The material presented was taken from the first day of the regular two-day seminars and gave all participants a good understanding of SCRS. Information about these special presentations is summarized below.

(1) Denver, Colorado. This one-day SCRS presentation was hosted by the Colorado Division of Criminal Justice at the Colorado Heritage Center in Denver on September 3, 1980. There were 24 attendees from local law enforcement agencies in addition to state staff. As indicated by evaluations, participants felt that the subject matter was relevant and important to their agencies' operations. A copy of the evaluation summary is included as Appendix B of this report.

(2) Salina, Kansas. The second one-day SCRS presentation was hosted by the Kansas Bureau of Investigation at the Salina County Sheriff's Law Enforcement Center in Salina, Kansas on November 14, 1980. There were 44 attendees in addition to state staff. Evaluations showed that the seminar was beneficial. Overall rating questions are summarized below.

Your overall rating of the seminar?

| | | | | | | | | |
|----------------------|---|------|------|------|---|---|---|------|
| Excellent | (| 5 | 4 | 3 | 2 | 1 |) | Poor |
| No. of responses | | 25 | 13 | 6 | 0 | 0 | | |
| Percent of responses | | 56.8 | 29.5 | 13.6 | 0 | 0 | | |

Your overall rating of the speakers?

| | | | | | | | | |
|----------------------|---|------|------|-----|---|---|---|------|
| Excellent | (| 5 | 4 | 3 | 2 | 1 |) | Poor |
| No. of responses | | 29 | 13 | 2 | 0 | 0 | | |
| Percent of responses | | 65.9 | 29.5 | 4.5 | 0 | 0 | | |

(3) Columbus, Ohio. The third SCRS presentation, originally scheduled for one day, was repeated on a second day to accommodate all requests for attendance. The seminars were hosted by the Ohio Department of Economic and Community Development in Columbus on December 8 and 9th, 1980. The seminars were attended by 111 persons and an additional 20 Office of Criminal Justice Services staff.

A subsequent evaluation by the Ohio Office of Criminal Justice Services indicated that the principles and techniques of SCRS will be used as follows:

- to upgrade an existing system - 67 agencies
- to design a new crime reporting system - 10 agencies
- to prepare for automation of existing systems - 25 agencies

In this same evaluation form, 40 agencies indicated a desire for further assistance in implementing SCRS.

Magazine Articles

Magazine articles based on SCRS were written for several law enforcement magazines:

- Standardized Crime Reporting System Moves to Ohio. The Ohio Police Chief. Spring, 1981.
- Police Report Writing Manuals Need Dusting Off. FBI Law Enforcement Bulletin _____, 1981. (To Be Scheduled)
- Crime Reporting System Management and Control. Journal of California Law Enforcement. Winter, 1981.

Copies of these articles are shown in Appendix C.

SEARCH Interface Features

SCRS information has been presented in two-page features of Interface, the SEARCH Newsletter produced quarterly with a circulation of 3,000 criminal justice practitioners and government representatives. Featured articles included:

- A three-part series on SCRS planning;
- A two-part series on SCRS data utilization;
- Reports on SCRS implementations in Chandler, Arizona; Abington Township, Pennsylvania; Butte County, California; and
- Some questions (and answers) most asked about SCRS.

Copies of Interface articles are shown in Appendix D.

Distribution of SCRS Documents

The demand for SCRS documents was especially heavy as more law enforcement practitioners became aware of the program. All documents were reprinted during this phase and SEARCH will continue to respond to requests for these documents until supplies are exhausted.

IV. SCRS TECHNICAL ASSISTANCE

Site Selection Methodology

The identification of law enforcement agencies to receive technical assistance under this grant was made through the use of criteria that characterized a broad range of agencies. The criteria have been established on the basis of primary and secondary considerations. The primary considerations allowed an examination of a large number of potential sites from which a list of candidate sites was developed. Factors that were included were department size, population served, geographical location, type and status of information or data system, yearly volume and trend of crimes reported, and agency plans for merging records or standardizing reporting with other law enforcement agencies. Also considered was whether the agency had any plans to install an automated information support system (e.g. MORGAN).

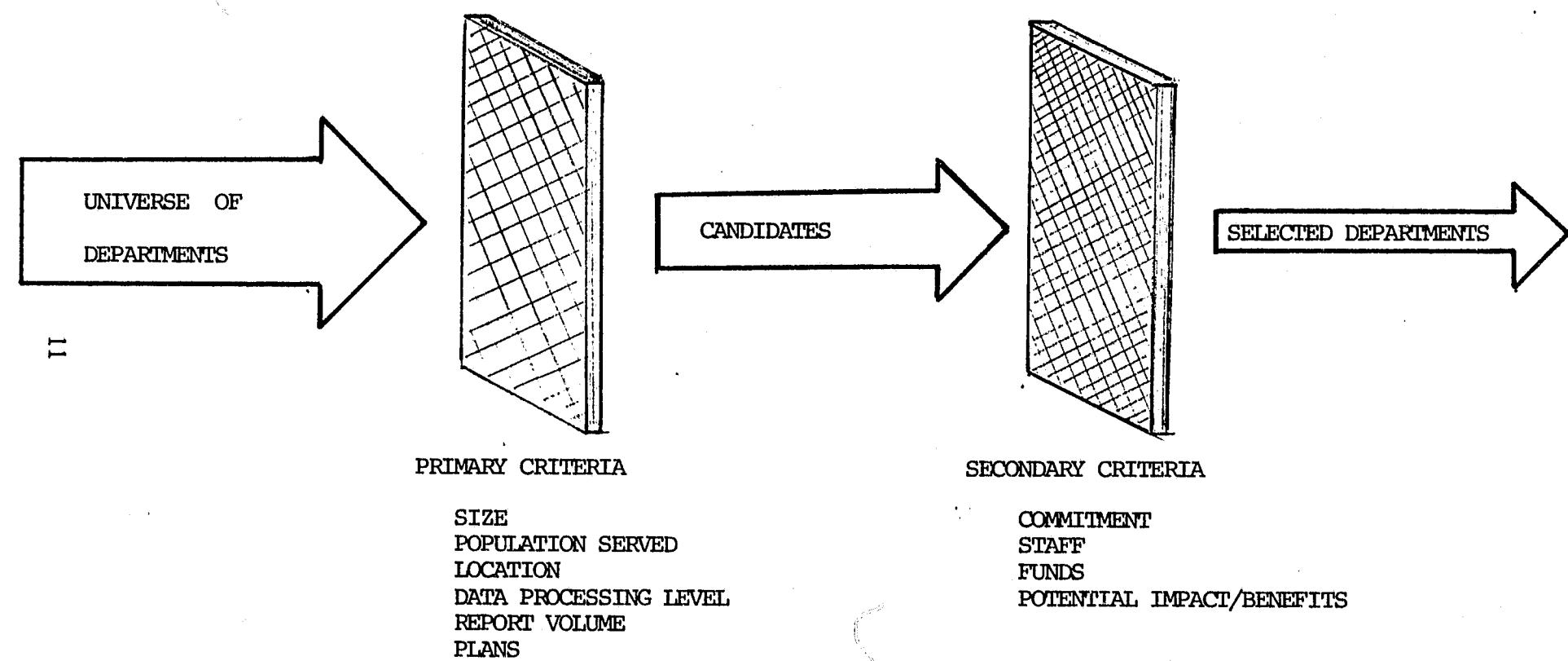
By applying these primary criteria, candidates were selected to be screened by secondary criteria. The second set of considerations included the level of administrative commitment to the project, staff availability, sufficient funding and expected benefits.

Once the candidates had passed through the secondary screening, the remaining agencies were examined on the basis of variability, i.e., large/small, manual/automated, single-user/multi-user, high volume/low volume, etc. The site selection decision model is shown in Table 1.

After the screening process the following agencies were selected for technical assistance:

- Thornton, Colorado Police Department
- Abington Township, Pennsylvania Police Department

Table 1



- Butte County, California Law Enforcement Agencies
- Bernalillo County, New Mexico Sheriff's Department

Technical Assistance Preparation

From past experience with SCRS test site implementations, assessment and documentation were discovered to be the two areas in which most implementors had trouble. To benefit technical assistance sites, two documents were produced:

- Documenting SCRS: A Descriptive Methodology
- SCRS Assessment Model and Application Methodology

Documenting SCRS: A Descriptive Methodology. This document was designated to complement Volume I of the SCRS Series, the SCRS Implementation Guide. It augments Volume I implementation instructions regarding documentation and supports a more effective installation. By adhering to the recommendations, the implementor will be able to produce a complete and accurate description of the system, a delineation of specific personnel responsibilities, and a comprehensive description of the SCRS operating procedures.

SCRS Assessment Model and Application Methodology. This document recommends an approach for assessing the implementation of SCRS. Nine SCRS goals are identified as the basis of a modular constructed assessment design. The design permits each of the three SCRS modules to be assessed collectively or considered as a stand-alone assessment. In addition, the volume includes SCRS questionnaires that can be administered to patrol officers, investigative offices, and investigative supervisors.

These volumes are shown in Appendices E and F.

Technical Assistance Summary

Thornton, Colorado Police Department

The Thornton Police Department requested assistance with only the planning phases of SCRS. SEARCH staff worked with two Thornton staff members to design a workplan and establish project goals. A management review meeting was held with the Chief of Police and all SCRS procedures were reviewed.

Abington Township, Pennsylvania Police Department

Abington Township requested assistance with a total SCRS implementation. A committee was formed and met on a weekly basis. The project had the total support of management. The department records system was thoroughly analyzed and changes made in procedures, directives and forms. Because this agency was able to make significant changes within the grant period, they are featured as a case study in the SCRS final document, Case Studies of SCRS Implementations.

Butte County Law Enforcement Agencies

The five Butte County law enforcement agencies requested assistance in solving crime reporting problems. Representatives of the local agencies met on a weekly basis to address problems of mutual concern. New field reports were designed and are being tested at this time. A standardized arrest report was designed for mandatory use by all agencies bringing prisoners to the County Jail. Following the forms test period, manuals will be designed and new procedures printed.

Bernalillo County, New Mexico Sheriff's Department

Bernalillo County requested assistance in planning for SCRS changes and instructions in system analysis and design. Assistance was provided in development of a workplan and goals statement. Instruction was provided in flow charting and the use of the documentation and assessment documents. Weekly SCRS team meetings were held and the field offense report and two forms were revised. A change of priorities by a newly appointed under-sheriff slowed the work of the team toward the end of the grant period. The most significant change to date is the complete overhaul of the agency's procedural manual. It is expected that the team will continue to work toward established SCRS goals.

V. SCRS FINAL DOCUMENT

The conceptual design of a standardized crime reporting system has been translated into a number of practical operating systems. The best of these systems have been selected as case studies to be presented as a final document in the SCRS series. Since Abington Township accomplished a total SCRS transition within the grant time frame, this agency's SCRS installation is featured. In addition, case studies were selected from a prior SCRS document, An Assessment of SCRS - Implementation Case Studies. These case studies featured Durango, Colorado; N. Las Vegas, Nevada; and three New Jersey sites: Bellmawr, Englewood, and the New Jersey State Police. The final document will be Document #5 in the SCRS series, titled Case Studies of SCRS Implementations. This volume is scheduled for distribution in July. The complete SCRS series includes:

- Volume 1. SCRS Implementation Guide
- Volume 2. SCRS Training Guide
- Volume 3. Information for Decision-Making: A Guide to the Utilization of SCRS data.
- Volume 4. SCRS Model Report Writing Manual
- Volume 5. Case Studies of SCRS Implementations

VI. CONCLUSION

The SCRS program has been successfully integrated into law enforcement agencies of varying sizes, some of which are more complex, more interrelated or more bureaucratic than others. Because of these variables, implementation schedules and degrees of success varied considerably. Although no formal survey has been conducted to determine the extent to which SCRS has been adopted by the law enforcement community, SEARCH Group is becoming aware of increasing interest and enthusiasm for SCRS by agencies throughout the United States.

A combination of SCRS document distribution, SCRS seminars, the development of case studies concluded in this phase, and the strong support of SCRS advisory group members has encouraged the acceptance of SCRS in a wide variety of agencies.

A sampling of agencies and programs that are embracing SCRS principles and following SCRS procedures is shown in Attachment F. Knowledge of these agencies' SCRS involvement has come mostly from SCRS Advisory Group Members.

Although the formal SCRS project has ended, the value of SCRS will continue to be recognized throughout the criminal justice community. This recognition will be due to the concerted marketing program accomplished in this last year of the SCRS project and to a determination by SEARCH to continue the dissemination of SCRS information.

The technical assistance efforts of the past year not only benefited the selected SCRS implementation sites but provided role models for future builders and remodelers of crime reporting systems. Seminars and special presentations afforded an opportunity to reach law enforcement representatives with instructions

and written materials on the SCRS way of improving data gathering, processing and utilization. Written articles in SEARCH's Interface and other criminal justice publications extended SCRS knowledge even farther into the law enforcement field.

An especially valuable marketing effort was the joining of SEARCH with state planning agencies to provide special one-day SCRS presentations. These sessions, held in Colorado, Kansas, and Ohio, were successful in reaching large numbers of small police administrators. As each of the meetings was also attended by field personnel of the hosting state planning agency, a cadre of state-level technical assistance personnel can now work effectively with local law enforcement agencies in records system improvement.

SEARCH perceives SCRS as an important natural and logical first step in the automation process. Future technical assistance provided by SEARCH professional staff under proposed BJS support will respond to the need for the development of SCRS within agencies as part of their process of records management automation. These technical assistance efforts will include the training of agency personnel in SCRS implementation, and the production of seminars on a regional or state basis to respond to law enforcement's need for more information about the SCRS approach. In addition, SEARCH's professional staff will continue the distribution of SCRS documents to interested law enforcement personnel. Continuing efforts by SEARCH to incorporate SCRS as an important phase of systems automation will be a valuable contribution to law enforcement records and statistics at all levels of government.

Standardized Crime Reporting System (SCRS)

SEMINAR

Appendix A SCRS SEMINAR ANNOUNCEMENT

- | | | |
|---------------|---|----------------------|
| San Francisco | ● | October 1-2, 1980 |
| Philadelphia | ● | October 16-17, 1980 |
| Boston | ● | November 20-21, 1980 |



SEARCH GROUP Inc.

The National Consortium for Justice Information and Statistics

STANDARDIZED CRIME REPORTING SYSTEM (SCRS) SEMINAR

SEARCH Group Inc. invites you to attend the SCRS seminar, designed to give you knowledge of a comprehensive, standardized crime reporting system.

SCRS responds to a growing need for a crime reporting model for law enforcement agencies. SCRS does not require standardized forms or procedures, but contains standardized features essential to complete crime reporting. The system ensures that individuals, units, or agencies receive crime report data in a timely and efficient manner. Data element standardization and improved forms design support a more effective collection of criminal justice statistics.

SCRS combines the three basic functions of an operational crime reporting system: data capture, data management and control, and data utilization. SCRS identifies the data requirements of all users of crime reporting forms, and provides the means for collecting, storing, using, and disseminating information.

SPECIAL SEMINAR FEATURES

- A comprehensive packet of literature, including guidelines, glossary of terms, charts, federal publications, bibliography, technical assistance resource data, reprints of articles and other SCRS materials.
- A systematic way of analyzing your present crime reporting system and strategy for designing and implementing your own standardized crime reporting system.
- A problem solving clinic on crime reporting systems.
- Formal and informal sessions for you to make valuable contacts with other agency administrators.
- Consultation with staff personnel available throughout the seminar.

SEARCH GROUP . . .

SEARCH Group, Inc., is a consortium of the 50 states, the District of Columbia, the Commonwealth of Puerto Rico and the Virgin Islands, dedicated to the promotion of effective use of technology to benefit criminal justice.

Members of the organization are practitioners representing law enforcement, courts, corrections; each is appointed by the Chief Executive of his state or territory. Additionally, twelve members at large are appointed by the Administrator of the Law Enforcement Assistance Administration, U.S. Department of Justice.

SCRS Seminar is made possible through a grant from the Bureau of Justice Statistics,
United States Department of Justice.

SEMINAR PRESENTATIONS

- SCRS Overview
 - Design
 - Testing
 - Assessment
 - Development for General Use
- Benefits of SCRS
 - Agency Crime Reporting Improvements
 - Interagency Cooperation
 - Meeting State/Federal Information Needs
 - Control and Accountability
- Implementation Guidelines
 - Project Planning
 - Systems Analysis
 - Design
 - Development/Implementation
 - Monitoring/Assessment
 - Documentation
- SCRS Training
 - Planning
 - Conducting
 - Evaluating
 - Scope
 - Use of SCRS Training Materials
- SCRS Implementations: Lessons Learned
 - The Durango, Colorado Police Department Experience
 - The N. Las Vegas, Nevada Police Department Experience
 - The New Jersey Multi-Department Experience
- SCRS—The Foundation For Automation
 - Perfecting your Manual System
 - Determining your Computer Needs
 - Consideration for Transfer
- Problem Solving Clinic
 - Additional questions and discussion to resolve your particular crime reporting problems

REGISTRATION

There is no Tuition or Registration fee. Please return the Registration Form as soon as possible to assure your reservation at the Seminar. Special single and double rates have been arranged with hotels. Participants will be responsible for their own travel, lodging, meal and miscellaneous costs.

REGISTRATION FORM

STANDARDIZED CRIME REPORTING SYSTEM (SCRS)

Please check dates for the Seminar Session you wish to attend:

October 1-2, 1980
San Francisco, CA

October 16-17, 1980
Philadelphia, PA

November 20-21, 1980
Boston, MA

Name _____ Rank/Title _____

Dept. _____ Telephone () _____

Address _____

City _____ State _____ Zip _____

Mail this form today to reserve a place at one of the Seminar Sessions. A detailed agenda and hotel accommodations information will be mailed to you.

**Department of Local Affairs
Colorado Division of Criminal Justice**



Richard D. Lamm, Governor

September 10, 1980

Executive Director
SEARCH Group, Inc.
925 Secret River Drive
Sacramento, CA 95831

Dear Sir:

On September 3, 1980, this Division sponsored a seminar, which was presented by your SCRS staff. The Denver program was attended by approximately 25 officials of various police and sheriff departments from across the state. As indicated in the enclosed evaluation summary, the seminar was well received. Participants felt that the subject matter was relevant and important to their agencies' operations. The information was well organized and presented.

I would like to express our thanks for the excellent presentation on an important subject. Please extend my personal thanks to Jane Duncan and Robert Shook. Their efforts and those of your organization are to be commended. They encourage dialogue and an atmosphere for progressive change. Please contact me if our sponsorship role can be continued on matters of mutual concern.

Sincerely,

James G. Vetter
James G. Vetter
Associate Director of Criminal
Justice Affairs, Department of
Local Affairs.

JGV:JV:mw
Enc1.

Appendix B

EVALUATION SUMMARY OF DENVER SCRS PRESENTATION

EVALUATION FORM

SCRS Seminar

September 3, 1980

20 responses out of
24 attendees, excluding
state staff

This evaluation form will provide useful information for the Colorado Division of Criminal Justice in planning future training sessions. We would appreciate you completing the form and returning it at the end of the seminar. Thank you for your cooperation.

Please answer the following questions by checking the appropriate response.

1. The seminar subject matter was relevant and important to my agency's operation.
2. The seminar information was well organized.
3. The staff was well prepared.
4. The staff responded to questions very well.
5. The seminar facilities and arrangements were adequate and conducive to the seminar's purpose.
6. Adequate time was allotted for questions and answers.
7. The one day time allotment was adequate to address the subject matter.
8. The Division of Criminal Justice should sponsor more statewide or regional seminars on law enforcement topics.

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree | No Opinion |
|----------------|-------|-----------|----------|-------------------|------------|
| 7 | 10 | 1 | 2 | | |
| 6 | 14 | | | | |
| 6 | 14 | | | | |
| 5 | 13 | 2 | | | |
| 5 | 10 | 4 | 1 | | |
| 3 | 17 | | | | |
| 1 | 16 | 1 | 2 | | |
| 16 | 4 | | | | |

If future seminars are needed, what topics do you believe should be addressed? Please list the topics in the space provided.

If future seminars are conducted, what notification lead-time is necessary/desirable for your planning purposes? _____ weeks

Please rate this seminar on the following scale. (Please circle your response)

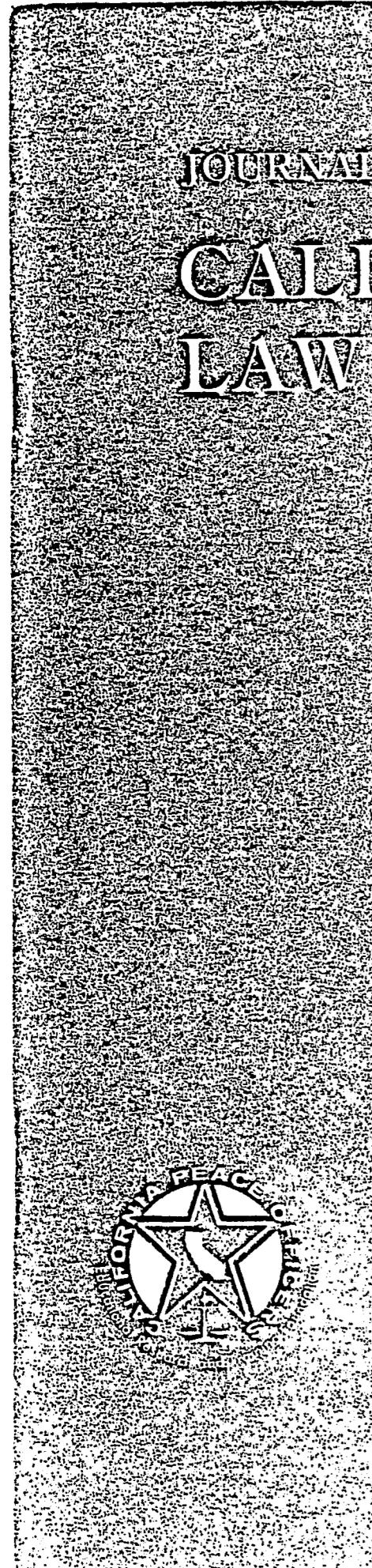
Very Poor Poor Undecided Good Excellent
0 0 0 15 5

If you have any additional comments or recommendations on how we might improve our seminars and service to you, please state in the space provided.

Name/Agency (Optional) _____

Appendix C

SCRS MAGAZINE ARTICLES



JOURNAL OF
CALIFORNIA
LAW ENFORCEMENT

WINTER 1981
VOL. 15, NO. 1.

CALIFORNIA'S TOP PRIORITY FOR THE 80's:
RESTORATION OF PUBLIC CONFIDENCE
IN ITS JUDICIAL SYSTEM

L. Thaxton Hanson

CRIME CONTROL:
ENFORCEMENT AND PUBLIC SUPPORT
Ezra Vogel, Ph. D.

TESTIFYING AGAINST THE
DRINKING DRIVER
Charles E. Rogers

REMODELING THE CRIME REPORTING SYSTEM —
A NEED FOR STRONG SYSTEMS
MANAGEMENT AND CONTROL
Jane Duncan

POLICE LABOR RELATIONS IN THE 80's:
WHO WILL CONTROL THE DECISION MAKING PROCESS —
POLICE UNIONS OR POLICE MANAGEMENT?
Charles H. Goldestein, Esq.

GUN CONTROL:
WHERE IS LAW ENFORCEMENT'S POSITION?
Gregory G. Cowart

CUT-BACK POLICE MANAGEMENT:
LEADERSHIP OR KNEE-JERKING
Paul M. Whisenand, Ph. D.

SINGAPORE'S NATIONAL SERVICE POLICE
Peter C. Unsinger

**REMODELING
THE CRIME REPORTING SYSTEM
A NEED FOR STRONG
SYSTEMS MANAGEMENT AND CONTROL**

JANE DUNCAN

Jane Duncan is a retired policewoman from Oakland. She is presently project coordinator for the Standardized Crime Reporting System (SCRS) at SEARCH Group, Inc. and is conducting nationwide seminars on system management. As a member of the Crime Reporting Committee, she takes an active role in the California Peace Officers' Association. Ms. Duncan is the author of numerous articles on police subjects and holds an MPA in Administration of Justice from Golden State University.

Records systems are losing the battle for needed funds.

The problem is that law enforcement agencies are competing with other governmental agencies for diminishing dollars and, internally, among their organizational units for budget items. With increased crime rates, enlarged jurisdictional boundaries, understaffing, and the expansion of police functions, an agency's crime reporting system often fails to keep pace with other aspects of agency growth.

The decision to alter an existing crime reporting systems is difficult for any police administrator, but it is necessary to keep the records system as functional and efficient as it needs to be. The best way to reorganize an existing system with a limited budget is another problem entirely.

What is a good approach to systems remodeling? Ideally, a poorly functioning crime reporting system should be examined from beginning to end. With limited funding,

however, this is often not possible. If a decision must be made to investigate only a single system component, the best starting point would be system management and control.

System management and control is the system component that processes the data captured in the field, communications center, and other operational units and delivers crime information to all authorized persons. The timeliness and efficiency of this delivery can be considered a primary goal in system revision. A strong management and control component will shield the entire system and protect it from unwarranted changes. Once investigated, it can usually be determined that weak management and control procedures caused system problems.

In looking for improvements in system management and control, seven areas of concern should be closely examined.¹

- Simplified paper flow

- Report review function
- System auditing procedures
- Retention and purge process
- Privacy and security safeguards
- Forms control
- Training for crime information processors.

SIMPLIFIED PAPER FLOW

Simplified paper flow depends on written policies that control the entire flow of crime data. These policies include regulations to prevent delays caused by personnel errors, review and audit processes, or equipment breakdown. They also include written guidelines for report reproduction and distribution, and for stock control.

To identify deficiencies, all written policies, procedures, and other documentation that guide the present system should be collected and analyzed. The nonexistence or use of outdated or erroneous written material should be identified and reported as a deficiency. An excellent guide to the development of good written directives has been published by the Commission on Police Officer Standards and Training.² Clearly written and illustrated, this document is a comprehensive "how to" guide to developing and maintaining an effective system of directives.

Another factor influencing the paper flow is the adequacy and physical positioning of all equipment, supplies and work stations for the convenience of all processors and users. Shortcomings become apparent by "walking through" the paper flow process. An even more effective way is to simply ask the workers what the problems are. They not only know and live with these problems but can offer some common sense suggestions for alleviating them.

REPORT REVIEW FUNCTION

Most police administrators view poor report writing as a problem. It is not a problem, but a symptom. The real problem, which needs to be determined before any improvements can be made, may be one or a combination of the following: insufficient or

ineffective training, officer apathy, or lack of supervision. Deficient field reports, which are routinely signed by an approving supervisor, are a continuing source of trouble for investigators, prosecutors, and other users.

An efficient report review unit will improve police report writing, regardless of what caused the problem. The development or improvement of a report review unit is based on the following considerations. First, it should be a formal process with written procedures and guidelines that describe its functions, objectives, responsibilities and problems. Second, it should provide immediate feedback through the chain of command to the reporting officer and his/her supervisor. Third, the review, updating, and correcting of reports should not impede the progress of an investigation. Finally, report review personnel need to work closely with the training staff so that report writing training needs and priorities can be identified.

SYSTEM AUDITING PROCEDURES

An audit process takes quality control a step beyond the report review process — it moves the examination and evaluation of the reporting system into the field and to the scene of the event. Police administrators find it difficult to financially support an ongoing auditing function. Yet it is the only way to verify the data and activities indicated by the report and to determine whether the event has been completely processed within the reporting system. If an ongoing audit function cannot be supported, a periodic audit check on the system will be helpful in establishing quality control of the reporting system. An audit program, like the report review process, should be formalized within the agency's system of written directives.

RETENTION AND PURGE PROCESS

Records retention protects those records which lawfully or reasonably need to be kept secure or intact for use by authorized persons. Records purge frees the files by removing the data from its original state.

The maintenance of bulging file drawers and multiplying file cabinets cannot continue without regard to their cost in dollars and efficiency. Agencies, clogged with reports routinely kept for a variety of reasons, must be ruthless in weeding out outdated and unused files. For too long, files have been kept because "someone might ask for it," or because "we've always kept them," or because of the assumed task of maintaining a library of archaic files for prosecutors, courts and other agencies.

Again, written directives are needed. A comprehensive retention and purge policy directive will consider local and state legal requirements, and include guidelines that establish how, where, when and for how long reports are to be maintained.

The implementation of a well structured retention and purge policy will maintain the minimum number of active reports needed to respond to the maximum number of requests for reports or files.

PRIVACY AND SECURITY SAFEGUARDS

Privacy safeguards ensure that crime data is not misused, prone to errors, or intentionally falsified, changed, or deleted. They protect the rights of persons named in the files.

Records security refers to the physical and procedural protection of the system. Security safeguards prevent intentional or unintentional injury or penetration.

Privacy and security procedures must be accomplished by strictly enforced written directives. In developing procedures, State and Federal guidelines must be adhered to. The development and enforcement of strict procedures limits access to crime information to those with the right and need to know.

FORMS CONTROL

The control of forms prevents unauthorized revisions, unnecessary duplication, and ensures that adequate supplies are maintained.

Forms control should be assigned to a

designated unit with responsibilities for numbering and identifying forms to control revisions, supervising the disposition of obsolete forms, designing and producing new forms, maintaining adequate supplies of forms, and supervising the revision process when changes are made.

The control of forms helps to ensure that once a crime reporting system is in place, it stays there without unauthorized deviations. An effective forms control system reduces the number of forms in use and improves efficiency.

TRAINING FOR CRIME INFORMATION PROCESSORS

Completed crime reporting documents pass through many work stations for review, numbering, logging, reproduction, distribution, viewing, extraction of information, and filing. Training for records and data processing personnel should stress the importance of each of the processing functions, show their interrelationship, and demonstrate the dependence of the entire system on the successful completion of each processing stage.³

A comprehensive training program balances the need for informal as well as formal training and takes into account needed follow-up action to ensure that proper procedures are being followed. A well trained records and data processing staff will understand and operate an efficient crime reporting system.

CONCLUSION

A well planned attack on the seven problem areas of system management and control will cause an increase in the quality and a decrease in the quantity of crime information being processed. Data will flow smoothly and rapidly from report takers to information users. Investigators, prosecutors, data processors and crime analysts will get the information tools they need. Because crime information flow is not contained within an agency, benefits of an improved system also accrue to related criminal justice agencies.

Better system management and tighter control benefit all organizational units of an agency and enhance its reputation in the criminal justice community.

FOOTNOTES

*Standardized Crime Reporting System, Volume 1, SCRS Implementation Guide, SEARCH Group, Inc. Sacramento, 1979.

*Model Systems of Directives, The Commission on Peace Officers Standards and Training, State of California, 1978.

*Standardized Crime Reporting System, Volume 2, SCRS Training Guide, SEARCH Group, Inc. Sacramento, 1980.

POLICE REPORT WRITING MANUALS NEED DUSTING OFF

by
Jane Duncan

In backpacking you take only the essentials; you make every pound count. The same rule should apply to patrol officers who often stagger under the weight of required safety gear, equipment and supplies. Part of their burden is the report writing manual, a book sometimes so bulky and cumbersome it is thrown unused into the trunk or back seat area of the patrol car. Worse, it may be conveniently "lost" or lay dusty and forgotten in the officer's locker.

Why do officers not use (or even carry) report writing manuals? Deficiencies in manual construction and faulty design are major causes. Officers go to great lengths to compensate for manual deficiencies, or to avoid carrying cumbersome manuals. They slip lists of information under the plastic liners of their caps; tape information inside call boxes; carry folded information sheets in pockets, over their windshield visors and on clipboards; leave caches of material at friendly neighborhood business establishments; and consume valuable air time and/or gasoline consulting back and forth with other patrol units.

A well-designed report writing manual is most valuable. It can be an extension of training, answering many questions that through training time limitations were not adequately discussed, or, if covered, were forgotten in the passage of time. It fills training gaps, reinforces classroom instruction, and provides the unsupervised officer with the confidence that ready reference material can provide.

To provide essential information in a useful form, user needs must first be determined. Police officers often make difficult decisions and perform complex

tasks while working without direct supervision. They sometimes work under adverse lighting and climatic conditions. Agency policy may dictate the assumption of a variety of tasks unique to the local agency in addition to the routine law enforcement role. In addition, officers are expected to respond intelligently to citizens' requests for information and directions. All of these responsibilities and job conditions must be considered when designing a useful field officers manual.

Organizing a Manual Revision Project

Once a decision is reached to remodel an agency's report writing manual into a more efficient tool for field officer use, a formalized project should be initiated. A well organized project will ensure orderly development of a new manual and promote user acceptance. Project organization includes the following five steps: Planning, Analysis of Present Manual, Design of New Manual, Development/Implementation, and Monitoring/Assessment.

Step 1 - Planning

Planning brings order to a complicated process. It defines the project beginning, its ending, its purpose, and tells everyone concerned what they will be doing, and when and how they will be doing it. Planning involves staff selection, staff direction, workplan development, budgeting, and documentation.

The careful selection of personnel is most important to project success and should reflect candidates' interest in the project as well as their operational knowledge. The key team member, the project manager, should be knowledgeable in all operational aspects of the agency and have sufficient stature within the organization to work well with others involved in the project. The team members' background should reflect a wide variety of operational experience.

A start-up conference will provide direction and spark the enthusiasm of team members. Features of a start-up conference could include: a project overview, including its scope and objectives; a discussion of the areas of responsibilities, authority and relationship of all project participants; the development of a workplan, time schedule, and budget; the assignment of duties for all team members with due dates for completion; and the identification of all persons and agencies that should be kept informed of project plans and progress.

The workplan will guide the project from beginning to end and show all tasks and sub-tasks to be accomplished during the specified time period. A sample workplan is illustrated on these pages. Notice that a management review point is built in at the end of each of the major project steps. By reporting on a regular basis, the agency administrator is kept apprised of project development, thus assuring the continued management support and personnel allocation necessary for successful project completion.

A budget should be prepared that includes the cost of printing the manual, and purchasing tab dividers and binders. Along with the budget, other documentation should be prepared for review by the police administrator whose approval to continue the project is required. Additional documentation should include: minutes of project staff meetings, workplan, project roster, project team assignment schedules, and future meeting schedules.

Step 2 - Analysis of Present Manual

The purpose of this task is to gather all materials used by the field officer, and to sort it into essential material, marginally useful material, and unnecessary information.

All users of crime information should be consulted to determine the main report writing problems and to decide on report writing manual changes that will help correct these problems.

The primary users of report writing manuals--the field officers--should be consulted to determine their needs for additional or revised information. This information should be evaluated for inclusion in the new manual.

Information on remaining stocks of manuals, inserts, tab dividers and binders must be determined. All inserts should be collected in one location for quick disposal once the new manual is ready for distribution.

Documentation can now be presented for management review reflecting the work accomplished in the analysis step. This could include: minutes of project staff meetings, samples of all report writing materials presently in use, evaluation of all materials collected, a report on deficiencies, a listing of additional needs, and a report on personnel and units contacted for information and a listing of their suggestions and ideas.

Step 3 - Design of New Manual

The improved manual must be designed as a concise reference book covering particular subjects that the field officer needs for ready reference. Such a design considers both format and content.

Manual Format

Reference material should be readily available. The size, general makeup and organization of a manual all contribute to its usefulness in the field. Important design features include:

- a looseleaf format so that additions, deletions, and revisions can be easily made;

- numbered and dated pages to identify the most current information;
- use of color coding on index tabs to indicate appropriate sections;
- detailed table of contents for quick reference;
- a smooth, plastic cover that can be used as a writing surface.

Manual Content

The type and quantity of information presented is largely dependent on local needs and policy. One thing certain, however, is that neglect in keeping the information current causes a loss of officer confidence. Other deficiencies that cause problems include the mixing of policy statements and procedures with report writing instructions, making the needed information difficult to find, and the lack of clear, concise language that prevents easy reading under field conditions. Important features for manual content include:

- basic instructions on when and how to complete the appropriate crime reporting forms;
- standardized instructions for entering data on crime reporting forms;
- a list of approved abbreviations and commonly used words in law enforcement that are frequently misspelled;
- criteria for offense classifications;
- criteria for property valuation;
- a separate reference section containing additional information helpful to the field officer (e.g., beat maps; lists of buildings and landmarks and their locations; agency and city or county telephone numbers; lists of all neighboring criminal justice agencies, hospitals, and other agencies the officer may need to contact; matrices to show which report forms to complete, where extra copies should go, and appropriate notifications for

unusual or infrequent situations; a guide to using the proper report form; VIN location guide; list of common local ordinances; vehicle code violations and state penal code violations; lists of common abbreviations and commonly misspelled words).

In addition to deciding on manual format and writing manual content, a directive should be written to introduce and control the new manual. This directive should cover the function and description of the new manual, its control and distribution, use and maintenance, and procedures for revisions and inspections.

The completely assembled manual should now be reviewed for subject matter, accuracy and form. The review should be formal, accomplished within a specified time period, and documented. Review tasks should be assigned to supervisory personnel of user groups and to a legal officer. Any problem areas uncovered by reviewers must be resolved and necessary revisions made. A final review should be made by an administrator with good language skills. This is a final check to ensure that ideas, parts and/or sections are arranged in logical order, and that all relevant material is stated clearly and concisely. When all revisions are completed, printing arrangements in accordance with agency procedures can be completed.

Documentation for the design phase should include: minutes from project staff meetings, a complete printer-ready copy of the manual, copies of all approved forms, a report on any recommendations made on approved forms and the decisions made on each, all arrangements for printing including delivery dates, and a draft copy of the agency directive covering the manual. The final draft and accompanying documentation can now be presented for management review and authorization for printing.

Step 4 - Development/Implementation

While the manual is being printed, an implementation date can be selected, and training and manual distribution planned. All of these activities must be conducted for a smooth conversion process.

An implementation date must be chosen that allows sufficient time for printing and use of the new manual for training purposes. The date should be announced in advance and directions given for personnel to return their presently used manuals.

Once printing is completed, staff can now be trained using the revised manual as a text. In addition to field officers, other personnel should be trained whose tasks will be affected by procedural changes reflected in the report writing manual and related agency directives.

The issuance of the new manual and its accompanying directive should be supervised, and storage provided for extra copies and future revisions.

Management review for this step should include reports on the training conducted, recommendations for in-service training, and the progress of the implementation. Documentation should include: minutes of project staff meetings, lesson plans, training rosters, a copy of the printed manual, a copy of the agency directive covering manuals, plans for in-service training, a distribution plan, signature sheets of personnel receiving manuals, and a copy of the assessment instrument to be used in the next step.

Step 5 - Monitoring/Assessment

There is a tendency at this point for project team members to breathe a sigh of relief and go back to their regular assignments. The project team should not be disbanded at this time. In fact, increased participation by all involved team

members will improve user satisfaction. Following implementation, a detailed examination should be conducted to assess how well the manual satisfies user requirements and meets management needs. Monitoring should be conducted during all shifts and on all days.

Deficiencies and/or recommendations for improvement should be reported in writing to the project manager for eventual resolution in a future project staff meeting. Personnel who missed initial training must be identified and arrangements made for makeup classes or on-the-job training.

A formal assessment should be conducted after a reasonable period of manual use. The assessment should include provision for answers to the following types of questions:

Are manuals being carried?

Are they being used?

Do users believe the information is useful?

Do users have suggestions for improvement?

Are users satisfied with the manuals?

All of the responses should be evaluated and the results presented for project team consideration.

Management review at this point should be based on reports of the monitoring, assessment, and decisions on any needed additional work for the project team. A librarian should be selected to maintain and control the project documentation and instructions given to the unit responsible for future revisions. Documentation for this step should include: minutes of project team meetings, reports of monitoring staff, copies of completed assessment reports, a copy of the assessment analysis, a copy of the letter to the selected librarian outlining responsibilities for storing and updating the documentation file, and a copy of the letter to the unit

responsible for stocking and revising the manual, outlining responsibilities for contributing to the documentation file.

Conclusion

The use of an effective report writing manual will increase the field officer's productivity. It will improve data capture, reduce reinterview time, and enable the officer to provide information and guidance to citizens with questions and problems.

Maybe it's time to develop a formalized plan for the complex task of organizing a manual revision project.

* * *

This article is based on information from the Standardized Crime Reporting System Volume 4, *SCRS Model Report Writing Manual*. This volume is one of four designed to help law enforcement administrators improve their crime reporting systems. For further information about Volume 4 or the Standardized Crime Reporting System (SCRS), write to: SCRS Project Coordinator, SEARCH Group, Inc., 925 Secret River Drive, Sacramento, CA 95831.

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About the Author

Jane Duncan is a retired policewoman from Oakland, California. She is presently project coordinator for the Standardized Crime Reporting System (SCRS) designed by SEARCH Group, Incorporated, under Bureau of Justice Statistics funding. Ms. Duncan holds an MPA in Administration of Justice from Golden Gate University.

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Standardized Crime Reporting System (SCRS) Moves to Ohio

by

Jane Duncan

When Fred Engelman, of Ohio's Department of Economic and Community Development, attended a 2-day seminar in Baltimore on the Standardized Crime Reporting System (SCRS), he immediately recognized the value of the subject matter to all of Ohio law enforcement, and he decided to do something about it.

The result of Mr. Engelman's interest was the scheduling of a one-day intensive seminar on SCRS in Ohio hosted by his unit, the Office of Criminal Justice Services, and presented by SCRS staff from SEARCH Group, Inc. of Sacramento, California.

The response to seminar announcements was so enthusiastic that attendees were divided into two sessions held on December 8 and 9, 1980 in Columbus. The seminars were attended by 111 persons representing 78 Ohio law enforcement agencies. Agencies represented ranged in size from departments of less than 15 personnel to those representing 1,000 or more personnel. Most attendees represented agencies having from 25 to 49 personnel.

What is the Standardized Crime Reporting System (SCRS)? What makes it so attractive to such a wide range of Ohio agencies? SCRS was designed to assist agencies with the development of a new crime reporting system, remodeling of an existing one, or preparation for automation. The attraction of SCRS lies in its flexibility. SCRS does not require standardized forms or rigid procedures. It is standardized only to the extent that the collection of basic data elements is required and the entire system managed according to an established system design.

The modular design of SCRS permits agencies that do not want to remodel an entire system to address problems in just one area - the data capture module, the data management and control module, or the data utilization module. The versatility of SCRS makes it a useful tool for agencies of all sizes, whether manual or automated.

Ohio agencies find themselves with many of the same problems troubling their counterparts throughout the nation. With the growth in crime rates, understaffing, the adoption of new police functions, and, sometimes, a move to larger quarters, police crime reporting systems have simply not kept pace with other aspects of agency growth. While many of these agencies are willing to improve reporting capabilities, they are often without staff planning and research personnel and do not have the expertise to successfully implement a new system unassisted. Also, local agency funds are becoming more limited. Agencies that may have previously hired a consultant to do systems remodeling are now faced with the prospect of "do-it-yourself" system design.

As a response to the needs of agencies initiating a crime reporting system remodeling project, SCRS has produced four volumes designed to guide law enforcement administrators through this task. The complete SCRS series includes:

- Volume 1, the SCRS Implementation Guide, provides a blueprint for installing SCRS, and contains the basic SCRS data elements and criteria to measure present system deficiencies.
- Volume 2, the SCRS Training Guide, provides an approach for planning, conducting and evaluating SCRS training sessions. Included are samples of training aides that can be reproduced and used as guides in the development of agency training materials.

- Volume 3, Information For Decision-Making: A Guide to the Utilization of SCRS Data, demonstrates potential crime information applications by showing how SCRS data elements can be used to produce crime-related reports. Included are descriptions and example formats of a large number of management and operational reports that can be developed with SCRS data elements. Also included is the application of SCRS data elements to the Uniform Crime Report (UCR) program.
- Volume 4, the SCRS Model Report Writing Manual, presents model SCRS forms and useful reference material for field officers. Included are SCRS abbreviations; a list of words commonly used in law enforcement that are frequently misspelled; model report writing instructions; a model reference section; and a model binder design.

In addition to knowledge gained at the SCRS seminar and the information contained in SCRS documents, Ohio law enforcement agencies may benefit from technical assistance now being implemented in the Office of Criminal Justice Services. The Columbus SCRS seminars were also attended by twenty Office of Criminal Justice Services staff members who are now taking their SCRS knowledge and developing it for use in Ohio law enforcement agencies.

After the completion of the SCRS seminar, Mr. Engelman conducted a survey which indicated that forty agencies desired further assistance in implementing the principles and techniques of SCRS. Office of Criminal Justice Services staff has already started to assist the Clermont County Sheriff's Department, Delaware City Police Department, Belmont County Sheriff's Department, Pike County Sheriff's Department, and the Waverly Police Department. These technical assistance efforts will be expanded to meet the needs of many more Ohio agencies.

The benefits of widespread implementation of SCRS in Ohio will be felt on many levels of criminal justice. Improvements in data gathering, processing and utilization favorably impact all functions within an agency. Each of these benefits by the receipt of necessary paperwork in a timely and efficient manner. Also, widespread acceptance of SCRS in Ohio and its implementation in law enforcement agencies will facilitate inter-agency exchange of information, both for single cases and for aggregate statistics. Finally, the data base created by SCRS provides the means for better crime analysis at all government levels. Ohio law enforcement has started a well coordinated program of crime reporting system improvement that will have widespread benefits in years to come.

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About the Author

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Appendix D

SGI INTERFACE FEATURES



SEARCH GROUP, INC.

INTERFACE

The National Consortium for Justice Information and Statistics

Volume 6, No. 3

September, 1980

SCRS: STANDARDIZED CRIME

Supported by Grant No. 80-BJ-CX-0013 awarded SGI by the Bureau of Justice Statistics

Project Planning: Key To Success



The decision to alter an existing crime reporting system is not an easy one. Police administrators move reluctantly to initiate remodeling efforts because they know that changes in the records function will ultimately affect the entire agency. Once the decision is made, however, most administrators want the job done well, quickly, and with the least possible disruption of services. Because of this, an important step - planning - is often neglected, leading to problems later in the project, or even to failure.

The time spent in planning is never wasted; rather, it gives the project definition, and provides clarity of purpose, distinctness of scope, and sharp demarcation of project staff responsibilities. In addition, the process of making plans fosters a team spirit among project participants and provides the climate for an enthusiastic approach to project problem solving.

In Volume 1 of the SCRS Series, *SCRS Implementation Guide*, project planning is presented as the means of providing for an orderly installation of new procedures while allowing the agency to continue providing uninterrupted service to the community. To accomplish this goal, planning must be formalized. This is often neglected by the administrators of smaller agencies who are more directly involved in project tasks and reject the need for formalized planning. Yet the need for a formalized planning phase to clearly establish goals, policies, and procedures and to prevent misunderstandings is a necessary first step to successful project management for all agencies, regardless of size.

Planning is especially important when a contractor is being hired to help in the implementation. There must be a clear understanding of the consultant's role, authority and reporting relationships. Staff

(See PLANNING, Page 23)

Top 10 Questions Asked About SCRS



by Robert E. Shook
Program Coordinator, SEARCH

During the first quarter of 1980, SEARCH conducted a series of SCRS seminars. One of the special features presented during the seminars was a Problem Solving Clinic. The purpose of the clinics was to encourage the participants to raise questions regarding their crime reporting systems and the interaction of SCRS. Throughout the seminars a pattern of similar questions emerged. Included here are the ten most often asked. The answers are based on actual experience derived from agencies that have already implemented SCRS.

1. **Will SCRS assist me in better accounting for sworn officer activity?**
Yes, observed/reported crime information pertaining to sworn officer activity is captured on the SCRS complaint-dispatch form. Non-crime activity (e.g. traffic control, routine patrol, meals) can be accounted for on the complaint-dispatch form, with the proper notation or preferably on a separate activity form. In either event, all time and activity is recorded by the dispatcher.

2. **Will SCRS allow me to reduce my report writing time?**

In the beginning of your project implementation, probably not. One of the

early problems associated with the SCRS start-up was the excessive time required to initially complete the crime reporting forms. There were two reasons for this. First, as was expected, newly designed forms and the "unfamiliarity factor" caused some delay. Second, at each of the implementation sites, the new forms required the officer to collect data that had not been captured previously. This also

(See QUESTIONS, Page 22)

Three City Schedule For SCRS Seminars

Based on the enthusiastic reception of Standardized Crime Reporting System (SCRS) seminars held earlier this year, three more seminars have been scheduled for October and November in San Francisco, Philadelphia and Boston.

These two day seminars are attracting a wide variety of criminal justice practitioners from Federal and State agencies as well as local agency representatives.

The SCRS Seminar schedule includes: San Francisco - October 1-2, 1980; Philadelphia - October 16-17, 1980; Boston - November 20-21, 1980.

Special seminar features include:

- A comprehensive packet of literature, including guidelines, glossary of terms, charts, federal publications, bibliography, technical assistance resource data, reprints of articles and other SCRS materials.
- A systematic way of analyzing an existing crime reporting system and strategy for designing and implementing a standardized crime reporting system.
- A problem solving clinic on crime reporting systems. (Some of the most frequently asked questions are discussed in this issue of *Interface*).
- Formal and informal sessions for participants to make valuable contacts with other agency administrators.
- Consultation with staff personnel available throughout the seminar.

The session presentation includes an overview of SCRS, benefits of SCRS, implementation guidelines, SCRS training,

(See SEMINARS, Page 21)

REPORTING SYSTEM

Jane Duncan, Contributing Editor

SCRS Documentation Series Completed

The Standardized Crime Reporting System was designed in modular form, integrating the three basic functions of a crime reporting system: data capture, data management and control, and data utilization. Each of the documents in the SCRS series follow this modular design, making them more responsive to a wide variety of reporting system needs. This design provides guidance to law enforcement administrators wishing to examine and improve just one segment of their crime reporting system, as well as to those whose systems need a complete overhaul.

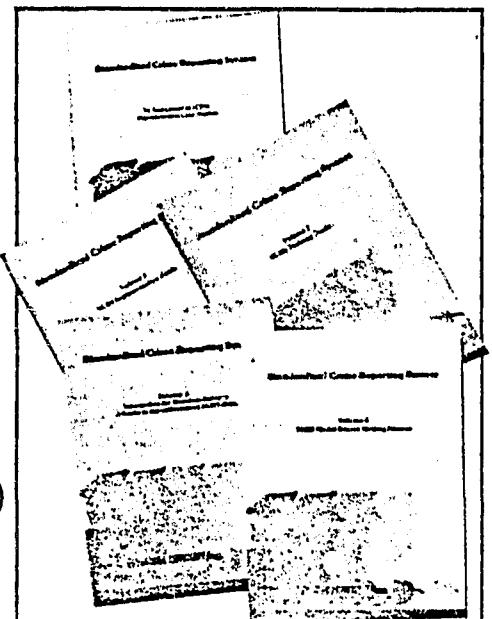
A limited supply of SCRS documents is still available to interested criminal justice practitioners and may be obtained by writing SEARCH. The complete SCRS Series includes:

Volume 1, the *SCRS Implementation Guide*, provides the blueprint for installing SCRS, and contains the basic SCRS data elements and criteria to measure present system deficiencies.

Volume 2, the *SCRS Training Guide*, provides an approach for planning, conducting and evaluating SCRS training sessions. Included are samples of training aides that can be reproduced and used as guides in the development of agency training materials.

Volume 3, *Information For Decision-Making: A Guide to the Utilization of SCRS Data*, demonstrates potential crime

(See DOCUMENTATION, Page 23)



SCRS Implemented in Chandler, Arizona

by C. Roger Hewitt, Arthur Young & Co.

SEARCH is pleased to report that another police department has adopted a Standardized Crime Reporting System. The system was implemented this Spring by the Chandler, Arizona, Police Department, a medium size agency, in the rapidly growing suburb of the Phoenix metropolitan area. The major purpose of the system is to establish uniform and effective collection, processing and utilization of police information. It is based on the model system developed in 1979 for the Durango, Colorado, Police Department as part of five regional implementation and testing projects conducted under the direction of SEARCH. Funding for modifica-

tion module and a data utilization module. It is supported by two manuals: (1) the SCRS Operations Manual, which defines system flow, procedures and individual responsibilities for all aspects of system operations, and (2) the SCRS Report Writing Manual, which defines required reporting procedures and details associated with the completion, review and status control of each form and/or report in the system. Major components of the system are:

- Data collection forms and information files, designed to provide uniform capture of data elements required to support police operations; to facilitate



Shown at the Chandler, Arizona P.D. are Gary D. Dull, Support Services Manager, Alf A. Olson, Planning and Development Specialist, and Chandler Chief of Police, Ron L. Danielson.

tion and transfer of the system was provided by the Law Enforcement Assistance Administration (LEAA) as a pilot project for the area. Expansion to other agencies in the area is anticipated based on the Chandler P.D. experience.

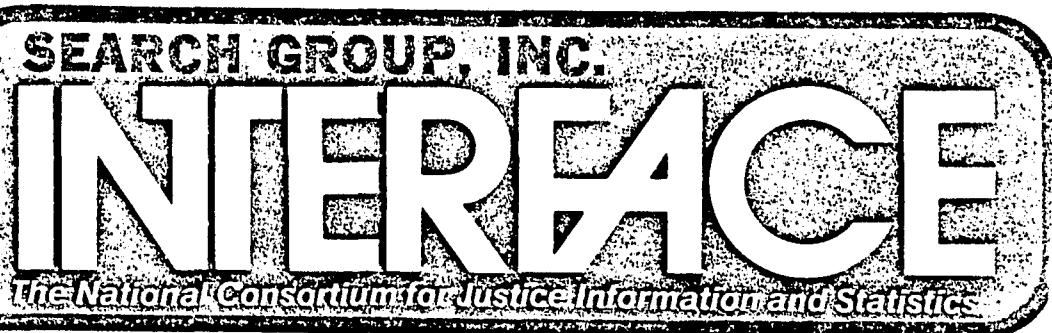
Implementation assistance and training were provided by law enforcement management consultants from the Sacramento, California, offices of Arthur Young and Company, who designed and assisted in implementation of the original Durango model. Full implementation was accomplished in three months and total modification and implementation costs were less than \$15,000.

The Chandler SCRS is a total operational system, encompassing both reporting and operational procedures and responsibilities for line and support units. The design consists of three major modules: a data capture module, a data man-

completion and review; and to present in a logical sequence the basic facts of an offense and investigative steps completed.

- Detailed written procedures governing use and completion of forms, case assignment methods, investigative responsibilities, minimum investigative requirements, follow-up investigation and reporting procedures, and individual responsibilities.
- Central case management and quality control review procedures to ensure uniform adherence to department standards.
- Management reporting, including Uniform Crime Reporting and daily/monthly/annual workload and performance reporting, developed as an ancillary product of daily questions.

(See CHANDLER, Page 24)



Volume 6, No. 4

Winter, 1980

SCRS: STANDARDIZED CRIME

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Planning Phase 2—The Effective Orientation Meeting



The last issue of *Interface* began the discussion of project planning, stressing the importance of a careful selection of the agency personnel who participate in the development of a standardized crime reporting system. With personnel selected, the focus shifts to the next step—the project orientation meeting.

The following discussion details the features of an effective orientation meeting, including:

- SCRS orientation for project team members.
- Announcing ground rules for team participation.
- Defining the scope of the project.
- Developing a goals statement.
- Developing a workplan.
- Assigning project tasks.
- Publicizing the project.

SCRS orientation. All team members should be furnished with pertinent SCRS documents. A SCRS overview should be presented so that all participants can become knowledgeable about the background of SCRS and its applicability to their agency. Participation by the agency administrator will strongly convey the full commitment of management to the proposed project.

Project team ground rules. A discussion should identify the areas of responsibility, authority and relationship between the agency administrator and the project manager; between the project manager and each project team member; and, if applicable, the project consultant. Project team meetings should be scheduled weekly on the same day and at the same time and location. There should be mandatory attendance, with an alternate sent to represent a member who has an excusable absence. A written agenda should be provided for each meeting, with meeting minutes furnished to each team member. All members should be required to adhere to task deadlines and submit written reports with sufficient copies for all team members.

Defining the scope of the project. The development of SCRS in three modules (data capture, data management and control, and data utilization) permits flexibility in the implementation of SCRS. Whether only one or all modules are to be installed, implementation plans should include only those agency procedural changes that will assure a successful SCRS implementation. A formal method should be employed for the project team to record other agency deficiencies with suggested remedies for implementation at an appropriate later date. (Some agencies that implemented SCRS successfully used the Problem Identification Form shown in the Appendix of Volume I, *SCRS Implementation Guide*).

Developing a goals statement. The development of a goals statement is a useful exercise for all project participants as it helps to clarify the SCRS purpose and answers the important question, why are we doing this? Sufficient time should be allotted to the clarification of goals for the SCRS implementation in your particular agency. Once these goals are agreed upon, team members can more effectively sell the value of the programs to other agency personnel.

Publicizing the project. The purpose and extent of the proposed SCRS implementation should be publicized to all agency employees to promote understanding and goodwill, and to ensure that all personnel are working toward a common goal. Other criminal justice agencies that use your crime data should be notified of SCRS plans and encouraged to contribute ideas and suggestions that can be coordinated through the project manager and studied (See PLANNING, Page 22)

| WORKPLAN Project: Design A Revised Report Writing Manual (IN WEEKS) | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|--|-----|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|
| 1. PLANNING | | | | | | | | | | | | | | | | | | | | | |
| SELECT PROJECT STAFF | --- | | | | | | | | | | | | | | | | | | | | |
| CONDUCT START UP CONFERENCE | --- | | | | | | | | | | | | | | | | | | | | |
| DEVELOP WORK PLAN | --- | | | | | | | | | | | | | | | | | | | | |
| DEVELOP PROJECT BUDGET | --- | | | | | | | | | | | | | | | | | | | | |
| MANAGEMENT REVIEW/DOCUMENT | --- | | | | | | | | | | | | | | | | | | | | |
| 2. ANALYSIS OF PRESENT MANUAL | | | | | | | | | | | | | | | | | | | | | |
| GATHER/SORT MATERIAL IN USE | --- | | | | | | | | | | | | | | | | | | | | |
| IDENTIFY REQUIREMENTS | --- | | | | | | | | | | | | | | | | | | | | |
| DETERMINE ADDITIONAL NEEDS | --- | | | | | | | | | | | | | | | | | | | | |
| DETERMINE STOCK INFORMATION | --- | | | | | | | | | | | | | | | | | | | | |
| MANAGEMENT REVIEW/DOCUMENT | --- | | | | | | | | | | | | | | | | | | | | |
| 3. DESIGN OF NEW MANUAL | | | | | | | | | | | | | | | | | | | | | |
| DESIGN MANUAL FORMAT | --- | | | | | | | | | | | | | | | | | | | | |
| WRITE MANUAL CONTENT | --- | | | | | | | | | | | | | | | | | | | | |
| IDENTIFY WRITTEN DIRECTIVES NEEDS | --- | | | | | | | | | | | | | | | | | | | | |
| ARRANGE FOR PRINTING/PRINT | --- | | | | | | | | | | | | | | | | | | | | |
| MANAGEMENT REVIEW/DOCUMENT | --- | | | | | | | | | | | | | | | | | | | | |
| 4. DEVELOPMENT/IMPLEMENTATION | | | | | | | | | | | | | | | | | | | | | |
| SELECT IMPLEMENTATION DATE | --- | | | | | | | | | | | | | | | | | | | | |
| PLAN/CONDUCT TRAINING PROGRAM | --- | | | | | | | | | | | | | | | | | | | | |
| PLAN FOR DISTRIBUTION | --- | | | | | | | | | | | | | | | | | | | | |
| MANAGEMENT REVIEW/DOCUMENT | --- | | | | | | | | | | | | | | | | | | | | |
| 5. MONITORING/ASSESSMENT | | | | | | | | | | | | | | | | | | | | | |
| MONITOR MANUAL USE | --- | | | | | | | | | | | | | | | | | | | | |
| ASSESS MANUAL EFFECTIVENESS | --- | | | | | | | | | | | | | | | | | | | | |
| MANAGEMENT REVIEW/DOCUMENT | --- | | | | | | | | | | | | | | | | | | | | |

Table 1

REPORTING SYSTEM

Jane Duncan, Contributing Editor

SCRS Case Study: Abington Township



Abington Township P. D. SCRS Project Team (l. to r.) Marianne Lentes, Officer John Creeden, Officer Jim Garry, Lieutenant Andrew Marszalek, Detective Allen Boerner, Lieutenant William Vincent.

Systematic Approach To Using SCRS Data

What should SCRS data be giving us six months, twelve months or even several years after implementation? The agency must decide how the SCRS data can best be used to produce crime-related output reports tailored to agency requirements.

To assist the implementing agency in establishing a planned and systematic approach to the use of SCRS data, SEARCH has designed and produced a document entitled Volume 3, *Information For Decision-Making: A Guide to the Utilization of SCRS Data*. The guide includes potential crime information applications as well as detailed descriptions and example formats of a large number of operational and management reports. The user of the guide is provided with a step by step procedural outline that should be integrated into the planning process. The following procedural steps are recommended for the user.

First, review the goals and objectives of the information programs already established in the department. This review should include the entire spectrum of goals and objectives of the functions associated with the crime reporting system, i.e., police services, investigation, crime reduction programs, crime prevention, etc. The examination should also include availability or resources since manpower and equipment constraints must be realistically considered when setting goals and objectives capable of fulfillment.

With the full commitment of the Chief, Lt. Marszalek assigned to team members the necessary tasks associated with the SCRS planning and analysis phases. A memo from Chief Cutting to all personnel was distributed early in the planning phase. The memo explained what was planned, why, and requested all officers to participate in developing a more efficient records system. The memo also promised periodic progress reports from the project team.

Project team assignments included recommendations on modifying or redesigning the current crime reporting forms; modifying or rewriting of the department's procedural directives; modifying or rewriting the contents and format of the existing report writing manual; and the development of a training program that would consist of a training schedule, report writing methods, and other training requirements.

By the end of October, problem identification forms were completed by a number of officers who made several good (See ABINGTON, Page 23)

Next, agency personnel should determine how they can best monitor and measure the attainment of their information system goals and objectives. A police reporting system must allow for monitoring current operations as well as for accommodating changing needs. The system must also provide a method for assessing the effectiveness of current programs, provide planners and analysts with information for determining trends, provide operations personnel with information for increasing efficiency, and provide administrators with the means for measuring the success of the agency's programs.

It is, therefore, essential to determine precisely what information is needed to support each crime-related program in the department. Once a determination has (See DATA, Page 22)

QUESTIONS — From Page 16

contributed to a longer report completion time. However, after a short learning period, the report writing time was the same or less than pre-SCRS.

3. How important is training? Who should conduct it?

The SCRS staff maintains that if implementation problems are encountered, the probability is very high that they are caused by a lack of training. As a result, a comprehensive training manual has been developed for implementors. The manual provides an approach for planning, conducting and evaluating a SCRS training program.

If your department organizational structure contains a training officer, the SCRS training responsibility will be assigned to that officer. If not, the project manager must assign a training manager as part of the project team. The training manager must effectively coordinate the entire training effort and will also probably have a large share of the responsibility for teaching.

4. Since I only have a small department do I really need to conduct a systems analysis?

Yes! Regardless of your agency's size, this important fact-finding phase of the project must be completed. The systems analysis requires you to examine your total crime reporting system and define its operations and procedures. The analysis and documentation should follow the format of the SCRS Implementation Guide in terms of data capture, system management and control, and data utilization.

5. How can my department report system deficiencies after installation begins?

One of the most effective methods is to use a Problem Identification Sheet (a sample form can be found in the appendix of the Implementation Guide). The sheet provides for documenting the problem, any forms for related problems, the person who identifies the problem, the problem resolution, and the action required. The use of this more formal approach accomplishes several things. It precludes misunderstanding a verbal description of the problem, provides a written record of the problem resolution and action taken, and it identifies the problem source for future reference.

6. Can I make other changes while installing SCRS?

We urge you not to. However, we recognize that when making operational

changes such as may be required for SCRS, an agency may have a tendency to incorporate other non-SCRS related changes into the program. The risks of making multiple changes to a system, operation, or organization are obvious. Experience has revealed that confusion and possible failure can easily result. Implementing agencies should be aware of the consequences and plan early and thoroughly to coordinate the efforts.

7. Can I expect SCRS to meet the needs of my county/city prosecutor?

Emphatically, yes. Prosecutors at each of the implementation sites have offered favorable comments on the standardized forms. This is particularly true where SCRS has been implemented in multiple agencies and where individual forms from each agency have been replaced by the standardized SCRS forms.

8. Once I've collected all this SCRS data, how can I best use it?

Each of the implementing agencies, using newly designed reporting forms, is collecting sufficient information to support a wide variety of output report requirements. These output reports are identified in Volume III of the SCRS documentation series, *Information for Decision-Making: A Guide to the Utilization of SCRS Data*. Over fifty output reports are fully described in a report generation process. The process illustrates how the SCRS user can translate raw data into useful information by means of sample report formats accompanied by the procedures necessary to generate the desired output. The procedures described can be accomplished by manual as well as automated means.

9. Our department has never conducted an assessment; how do we go about it?

SCRS staff has just completed the development of a SCRS Assessment Model. The model was designed so that SCRS project managers could determine the operational capability of their system and assess each of the SCRS components identified in the Implementation Guide. A number of SCRS goals have been identified and serve as the basic foundation of the assessment design. This approach allows the assessment to be tailored to any implementing site. In addition, the model includes an in-depth series of questionnaires regarding the impact SCRS has on investigative capability.

10. Can I satisfy my UCR Requirements with SCRS?

Yes. A previously conducted assess-

ment of implementation sites has shown that the largest degree of reporting commonality among the sites was in the application of SCRS and its related crime reporting forms to UCR. All of the sites capture UCR data on a daily basis as it is reported. Several of the departments produce an automated UCR and those producing the manual tally are doing so in a substantially shorter time than pre-SCRS.

DOCUMENTATION — From Page 17

Information applications by showing how SCRS data elements can be used to produce crime-related reports. Included are descriptions and example formats of a large number of management and operational reports that can be developed with SCRS data elements. Also included is the application of SCRS data elements to the Uniform Crime Report (UCR) program.

Volume 4, the *SCRS Model Report Writing Manual*, presents model SCRS forms and useful reference material for field officers. Included are SCRS abbreviations, a list of words commonly used in law enforcement that are frequently misspelled, model report writing instructions, a model reference section, and a model binder design.

An Assessment of SCRS: Implementation Case Studies provides assessments of the activities and accomplishments of the test phase of SCRS, the different environments in which SCRS was implemented, and the strengths and weaknesses of the various implementation programs of SCRS test agencies.

CHANDLER — From Page 17

The Chandler SCRS system utilizes procedures which are entirely manual; however, the procedures, reporting forms, and detailed file specifications are designed to facilitate complete or partial conversion to automated processing methods in the future.

PLANNING — From Page 16

members must be aware of their relationship with the consultant and the division of project work.

A careful selection of personnel to develop SCRS may be the most important decision in the planning process. The successful implementation of SCRS (or any other system) depends on people—people who understand the system, who are enthusiastic about the program, and who can promote understanding and goodwill among all agency personnel who must run the new system and maintain it.

First, the project administrator must be identified. This is the person who will have ultimate project management approval and decision-making authority for the agency. Second, a project manager should be designated, one with sufficient stature in the agency to work effectively with contractors and project team members. The project manager should have all-around knowledge of the entire crime reporting system, and have direct access to the agency head. Once the selection is made, every effort should be made to retain that person in the project manager's position throughout the project. Given this personnel continuity, the project manager can build a reservoir of system information and provide the coordination needed for an effective SCRS implementation.

Third, a project team should be formed with membership representing all operational units of the agency. Individual members will reflect knowledge in their special areas but will also contribute to the oversight of the total project. Too often, systems project teams are top-heavy with

data processing and analysis personnel, with the result that all aspects of the system are not equally considered. The project team should include a training specialist with primary responsibility for SCRS training. Often overlooked is someone to represent the field officer, therefore one or more of the team members should have special knowledge of the problems and needs of field officers and protect their interests in project development.

Although a formal project team is designated, other members of the agency and personnel from other criminal justice agencies that receive or manage crime information should be encouraged to submit ideas and suggestions. Sometimes the most valuable ideas for system improvement come from personnel directly involved in system operations, and their contributions should be solicited. A primary planning task for project team personnel is to design a method for collecting and evaluating ideas from system operators and users. Not only will some valuable information be provided, but an early attitude will be fostered that this is "our system" rather than "their system." Instilling and maintaining this positive attitude throughout the project will result in the favorable reception of the new system at the critical implementation point.

After the project personnel are selected, how do you get the project underway? This and other questions will be answered when the discussion of important SCRS planning steps continues in the next issue of Interface.

SEMINARS — From Page 16

lessons learned in SCRS test implementations, and the use of SCRS as the foundation for automation. Presentations, made by SCRS staff and guest speakers, are followed by a problem solving clinic where additional questions and discussion help to resolve particular crime reporting problems.

Further information about SCRS seminars may be obtained by writing to the SCRS Project Coordinator or telephoning 916-392-2550.

DATA—From Page 17

been made regarding the information and associated output reports to be generated, a production time table can be established. (For this purpose, Volume 3 contains recommendations pertaining to production frequency for each of the output reports described.)

Then, the guide suggests that the agency review its current inventory of reports to determine if they are meeting departmental requirements. Prior to developing new reporting requirements, police administrators should access the reports being generated and distributed and determine how they are being used. New output reports should be added to the inventory only if a specific need is not being satisfied by the present system. Those reports not being effectively used should be discontinued.

Now the department should be able to identify the output reporting deficiencies that exist in meeting their needs. At this point, additional requirements necessary to meet specific needs will become apparent, and administrators will have a clear idea of the data requirements needed to produce additional output reports. In some cases this might entail creating new reports. In other cases, a modification to existing reports will meet the need.

Next, the department should examine the sample reports, in Volume 3, for potential adoption of specific output reports. If the general use of a given report coincides with a particular departmental need, the report can be adopted for use. When determining output reports to satisfy departmental information needs, administrators should also consider other potential users or recipients, e.g., city officials, prosecutors, public defenders, courts, other city agencies.

Following that, the department must establish priorities for implementing the SCRS output report (data utilization) program. Of primary consideration in setting priorities is the *need* for information. Although information requirements will be more critical in some areas, priorities should not be established to satisfy all operational needs before they address managerial or analytical needs.

A second consideration in setting priorities is the time needed to add an output report to the inventory. Considerable time may be required to establish a data base for a particular report. That report might have a lower priority than another that could be established in a relatively short time. Because of its longer lead time, implementors might want to start work on the first report before beginning the one with the higher priority.

A third consideration is the degree of difficulty in generating different outputs. This will vary from department to department and will be influenced by the sophistication of the department's current program and by the number and type of personnel involved in report processing.

Establishing priorities for the SCRS data utilization program will vary among departments and will be influenced by the comprehensiveness of the current output report program, personnel characteristics, and information requirements. Regardless of the differences, however, every department should establish implementation priorities. Without them, attempts to implement the complete output report program could lead to confusion, frustration, and misunderstanding.

Once priorities are established, the department can proceed to fully implement the SCRS data utilization program. Simply issuing instructions about generating and distributing information at predetermined frequencies to meet established requirements will not ensure a successful output report program. Success in implementing and operating a meaningful program is contingent on the following planned steps:

- Insure that all concerned personnel know and understand their roles in the information system program.
- Develop an implementation schedule having for its basis the priorities established for implementing the segments of the overall program.
- Continue monitoring the entire effort. Such monitoring will uncover areas that need additional emphasis, identify and correct problem areas and allow for necessary and coordinated schedule changes.

Finally, plans should be made to review the ongoing system operation. Once an information system has been successfully implemented, its periodic review should be part of the department's continuing program evaluation process. Requirements for information will change. New output reports will be needed. Some reports will require modification. Others may become outdated or will have accomplished their purpose and should be discontinued. A comprehensive periodic review will keep the data utilization program viable and responsive to the needs of the department. It will also ensure that the program continues to support the goals and objectives established for successful mission accomplishment.

The reports contained in Volume 3 do not cover all the ways the SCRS data elements can be used. Participating departments might need to develop additional reports tailored to unique departmental

requirements. The reports presented in Volume 3, however, cover all functional aspects of police responsibilities, and provide decisionmakers with the management, operations, and analytical information needed to reach decisions in a timely and useful manner.

Collecting more accurate and more complete crime event information does not necessarily close the information loop. In order to do so, the police administrator must use the collected information in a manner that will support both police management and police operations. What are the reports described in Volume 3 and how can they be used by law enforcement agencies? The applications of the SCRS data will be provided in the next issue of INTERFACE.

PLANNING—From Page 16

for impact. All publicity about SCRS development should be done through the project manager or the project's official spokesperson.

A productive orientation meeting is a strong statement by the project manager that the project is well organized and fully supported by management.

ABINGTON—From Page 17

suggestions regarding ways to improve the records system. Training methods were presented to the team by the training officer along with training aids and a set of written training goals. Flow charts of the existing system, with appropriate narrative, were developed by the team. (An immediate reaction was comment on how complex and duplicative the paper flow was.) Since it was decided to redesign the crime reporting forms, draft copies of the new forms were presented to all members of the project team for review and discussion. A newly redesigned report writing manual outline and format was submitted to the team for approval, and recommended output reports (using SCRS data elements) were proposed and will be submitted to the Chief for approval.

As of mid-December, the project team continues to make impressive progress. The reference section of the report writing manual has been completed; the crime reporting forms have been subjected to critical review and revision; lesson plans for a comprehensive training program have been completed with the training to be conducted by phases. The report writing instructions have been started and should be completed on schedule. Progress reports have continued to be provided to all personnel, and output reports have been approved and will be generated as part of the data utilization phase.

Present planning calls for Abington to begin implementing a test of their newly designed system during March of 1981 and for being fully operational by June.

Appendix E**DOCUMENTING SCRS: A DESCRIPTIVE METHODOLOGY**

Standardized Crime Reporting System

DOCUMENTING SCRS: A DESCRIPTIVE METHODOLOGY

Report of work performed under Grant Number 79SS-AX-0011, awarded to SEARCH Group, Inc., of Sacramento California, by the Bureau of Justice Statistics, U.S. Department of Justice, under the Omnibus Crime Control and Safe Streets Act of 1968, as amended.

Points of view or opinions stated in this report do not necessarily represent the official position or policies of the U.S. Department of Justice.



SEARCH GROUP Inc.
The National Consortium for Justice Information and Statistics

925 SECRET RIVER DRIVE, SUITE H / SACRAMENTO, CALIFORNIA 95831 / (916) 392-2550
DR. ROBERT J. BRADLEY, Chairman STEVE E. KOLODNEY, Executive Director

TABLE OF CONTENTS

| | <u>Page</u> |
|-------------------------------------|-------------|
| FOREWORD | 1 |
| INTRODUCTION. | 3 |
| SCRS TEST IMPLEMENTATION | 3 |
| Project Planning | 4 |
| System Analysis | 6 |
| SCRS Development | 7 |
| SCRS Implementation | 8 |
| SCRS Assessment | 9 |
| SCRS CRITERIA | 10 |
| SCRS Criteria Conformance | 10 |
| SCRS TRAINING. | 15 |
| CONCLUSIONS | 18 |

DOCUMENTING SCRS: A DESCRIPTIVE METHODOLOGY

FOREWORD

Volume I, the SCRS Implementation Guide concludes that:

Documentation is a written history of your SCRS installation giving pertinent details to support all system development activities that have taken place. Documentation is an on-going process. As system programs are added, deleted or modified, appropriate entries should be made to the documentation describing and justifying any changes. This background information permits needed system revisions to be more easily made. It supports future planning for consolidation of records system and provides essential information for transitions from manual to automated operations or upgrades of automated systems.

System documentation is a task that often receives low priority on the SCRS implementor's time schedule, resulting in documentation that is sometimes too late to be useful, too inadequate to benefit other users, and, if federally funded, non-conforming to grant conditions. To prevent these types of deficiencies in your SCRS installation, a requirement for complete documentation should be an important part of your SCRS planning.

Further, Volume I urges the implementor to review and follow the documentation requirements listed at the end of each section of the five implementation phases. By doing so, documentation will be completed as each phase of the implementation is accomplished. This write-as-you go approach will permit an even flow of documentation that ends the documentation requirement shortly after the conclusion of the SCRS implementation. Figure 1 illustrates the total SCRS installation and the points of documentation as implementation progresses.

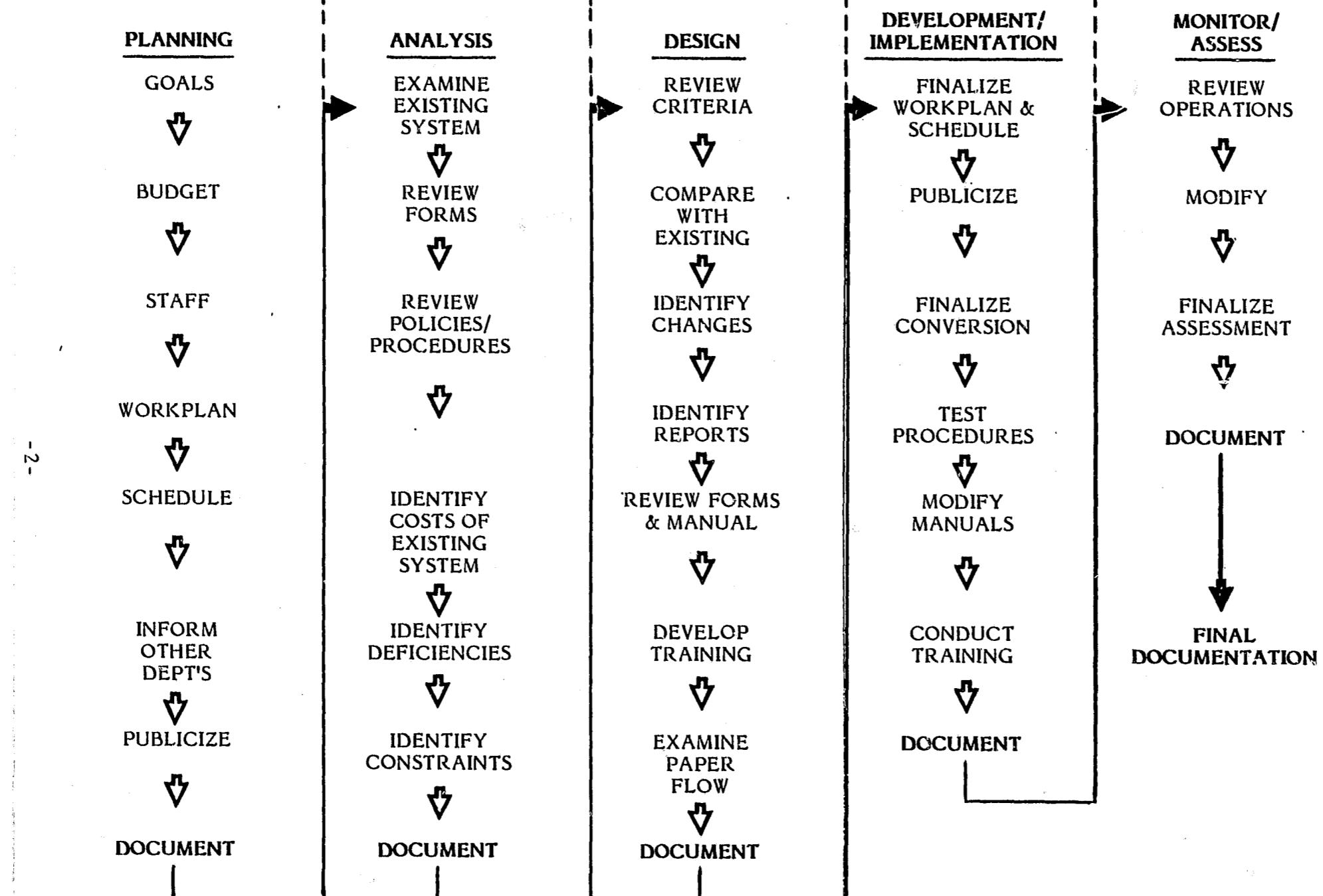


FIGURE 1: THE OVERALL SCRS INSTALLATION MODEL

The purpose of this guide is to complement the Volume 1 implementation instructions regarding documentation and to support a more effective installation. Below, starting with the introduction, is the procedural outline in support of the documentation effort.

By adhering to the recommendations, the implementor will be able to produce a complete and accurate description of the system, a delineation of specific personnel responsibilities, and a comprehensive description of the SCRS operating procedures.

L INTRODUCTION

Describe:

- Your agency
- Your city or working environment
- Your present overall system
- Describe the problems or needs in your agency that prompted you to install SCRS.
- State what the reader can expect to find in this report.

II. SCRS IMPLEMENTATION

This section will demonstrate the degree to which your agency followed the SCRS Implementation Guide, deviations from the Guide, reasons for the deviations, as well as additional tasks that you performed but which were not covered by the Implementation Guide.

A. Project Planning

I. Development of a project team

- a. Name the administrator who has ultimate project management approval and decision-making authority for your agency.
- b. Name the SCRS project manager who has operational project management decision-making authority.
- c. Describe your project team membership (number of personnel, name and rank, assigned duties).
- d. If you have contracted for the services of a consultant to assist with the project, state his name, date of hire, and describe the length of time and the specific duties for which the consultant was hired. Provide the state and federal procurement regulation under which the consultant was hired. Describe the selection procedures.

Note: If the grant called for the hiring of a consultant and none was hired, describe the circumstances and rationale behind the decision not to hire; state how the consultant's tasks described in the grant application were accomplished and by whom.

- e. Name the personnel and agencies who were kept informed of the plans and progress of the SCRS implementation.
- f. Describe the method used to publicize SCRS to all test agency employers.
- g. Describe efforts to encourage outside agencies to participate in SCRS by observing and contributing ideas and suggestions.
- h. Describe reporting schedule to any of the following: state planning agency, federal project monitor, state records division.

- i. Describe any publicity planned and/or executed by the SCRS project manager.
2. Start-up conference
 - a. Describe the start-up conference, attendees, subject matter presented (overview, SCRS application to the agency, definition of the scope of the project, statement of project goal(s), etc.)
 - b. Discuss the time schedule, budget and work plan that was developed.
 - c. Describe the duties assigned to team members and task completion controls.
 - d. Describe any campaign that was developed to publicize the project to gain the support of agency employees.
3. Modifications

If any changes were made in the system during the developmental stages of SCRS, other than those changes that influence success or failure of implementation, discuss such changes and the reason for making them.

Include such planning documents as:

- an organizational chart
- a committee roster
- a budget
- an implementation work plan with management check points
- a statement of project goals and a definition of the scope of the project.

B. System Analysis (Existing System)

1. Describe and include your workplan that identifies the activities and personnel necessary to investigate the existing system.
 - a. Describe how your present system was examined and documented, how present manpower resources were determined, how operating costs were determined, what type of facilities were used to support the system, how reports were identified and distributed, and the security and privacy controls that were in effect. (Provide manpower resources, operating costs and transaction volumes.)
 - b. Describe all reporting forms used in the system and give information on their usage. Sample forms should be included in an appendix.
 - c. Describe all written policies and procedures that guide the system. Identify the non-existence or use of outdated policies and procedures. Describe the actual procedures currently being followed to operate the system. Document in sufficient detail for later comparison and assessment.
 - d. Document any investigation of plans by other agencies for merging record systems or for consolidating or pooling of agency resources.
 - e. Document your analysis of your state's programs and future plans for crime statistics reporting to determine the potential impact on SCRS.
 - f. Document any evidence you found in reviewing relevant state statutes and federal laws that would place any legal constraint on SCRS.

- g. Document your collection of pre-test data needed for the SCRS assessment. Refer to the SCRS Assessment Model and Application Methodology.
- h. System Analysis phase documentation, referenced in this section, should be placed in the appendix. This includes:
 - (1) a flow chart, with narrative of the entire crime reporting system
 - (2) a distribution list of all crime report copies
 - (3) a collection of all forms used in the system
 - (4) a collection of all written policies, procedures and other directives that guide the system
 - (5) a cost analysis of present system.

C. SCRS Development

- 1. Discuss your agency's reporting system goals and objectives. You may choose to adopt those suggested in Volume 1 without change, or you may decide to expand on them to meet local or specific operational programs.
- 2. Discuss continuous problem areas, management or planning deficiencies, high cost functions, and areas using significant amounts of critical personnel resources.
- 3. After comparing the present system to the SCRS criteria requirements, note the deviations. (This section should be brief. The SCRS Implementation Criteria is discussed in detail in Volume 1.)
- 4. Document design specifications for the SCRS system. This is a description of how the system will operate, what functions it will perform, the source and content of data input, record storage and cross-referenc-

- ing (or indexing) arrangements, identification of output and report content, and estimated costs for additional technical staff and equipment, if required.
- 5. Discuss any additional technical staff or needed equipment that was procured.
- 6. System Development phase documentation, referenced in this section, should be placed in the appendix. This includes:
 - a. a flow chart of the SCRS system with narrative explaining how it will impact on the agency's operations;
 - b. a copy of policy statement identifying the method to be used to assure security and confidentiality of data;
 - c. a list of information outputs desired by users.

D. SCRS Implementation

- 1. For manual systems, describe the plans and procedures for converting from the existing system to the SCRS system. In automated systems, this section can be very brief. It should refer to a later section where a detailed account of the conversion will be written.
- 2. Include a general paragraph or two regarding the SCRS training. It should refer the reader to Section IV where a detailed account of the training will be written.
- 3. Give a summary of what system tests were conducted, test results, problem areas uncovered, and methods of resolution.
- 4. Describe how the final SCRS system was publicized to all agencies and other interested and affected personnel in order to promote understanding and acceptance, and to ensure that all personnel were working toward the successful operation of the new system.

5. Give the date selected to install the new system and begin SCRS operations.
6. System Implementation phase documentation, referenced in this section, should be placed in the appendix. This includes:
 - a. copies of policy statements and written procedures that are to be followed by operating personnel,
 - b. written procedures, including flow diagrams, for manual systems. Operating instructions for both manual and automated systems.
 - c. a documented system for discrepancy and deficiency reporting, follow-up procedures employed to immediately resolve any problems critical to continued operations, and follow-up procedures based on recommendations for system improvement and modification.

E. SCRS Assessment

1. Define your reporting system goals and objectives. (Review the SCRS Assessment Design. A number of goals have been identified and linked to the SCRS criteria. By adopting the goals you will already have established the foundation for your assessment).
2. Identify your assessment information needs and provide a summary of the methods to be used for collecting the data.
3. Document your findings and conclusions regarding the operational aspects of the system. Comment on any deficiencies found during the assessment. Describe any system changes that were made based on the assessment recommendations.

4. Report on how well the new system is meeting its original objectives and how well it is meeting management and user needs.
5. Document your plan for the ongoing maintenance of the system.
6. Present a summary of implementation costs.

F. Management review

1. Give a summary of the development points at which management was asked to review the project work and the results of such reviews. Include a copy of the final management review document in which management accepts the new system.

III. SCRS CRITERIA

(This section will demonstrate the degree to which agencies conform to the SCRS criteria, deviations from the SCRS criteria and explanations, and any suggestions for additions, deletions or revisions.)

A. SCRS Criteria Conformance

1. Data capture (Complaint-Dispatch Forms)

- a. Does your present form capture the ten items of information listed in criterion I.A.? Was a revised (or new) form needed to accomplish this?
- b. How does your agency provide for officer activity other than crime reporting activity? Include a copy of the form used and procedures in the Appendix.

2. Data capture (Crime Reporting Forms)

a. Did your pre-SCRS forms (Crime/Offender Report, Arrest Report, Follow-up/Investigation Report) have the features described in this criterion? What revisions, if any, were made in your crime reporting forms? Were any special use forms consolidated? If so, describe them.

3. Data capture (Unique Crime Report Number)

- a. Describe your report numbering system. Do the numbers run chronologically? Does each reported crime have its own unique report number? Do all documents associated with a reported crime report bear the same case number? Is the number large enough to satisfy case load and EDP needs?
- b. Did you change your numbering system for SCRS? Does it conform to the recommended numbering system? If not, state your reasons for adopting (or keeping) the numbering system you are using.

4. Data capture (SCRS Data Elements)

- a. List each data element, which of your forms contain the data element, and how it is captured. If any data element is not included on one of your four basic crime reporting forms, is it included in your report writing instructions? If a data element is not on one of the four basic forms or in the report writing instructions, explain its omission.

5. Data Capture (Geo-coding)

- a. Describe your basis for reporting location of occurrence for a crime or arrest by geographical coding. If you are using neighborhood districts or beats, indicate whether they follow census tract lines. Into how many geographical divisions is your jurisdiction divided? Give the total area of your jurisdiction.

6. Data Capture (Reporting Officer Identifier)

- a. Describe how you provide for the unique identification of the unit or officer completing the report.

7. Data Capture (Report Writing Manual)

- a. Indicate whether a new Report Writing Manual was developed for your agency or whether your present manual was revised. Discuss separately your manual's conformance with the criterion: does the manual contain basic instructions on when and how to complete appropriate SCRS forms, are the five standardized instructions for entering data on SCRS forms included in the manual (if not, explain deviation), does the manual contain a list of approved abbreviations, does the manual state the criteria for offense classifications and the criteria for property valuation?
- b. Describe your manual in terms of the recommendations listed in this criterion. Is your manual loose-leaf, are the pages numbered and dated, did you use color coding or index tabs to indicate appropriate sections, is there a table of contents, did you use the recommended cover?
- c. List any of the recommended additional information that you included in your manual: beat maps, lists of buildings and landmarks, telephone number list, outside agencies, matrices, VIN locations, reproductions of commonly used guns, chart of first aid techniques, lists of common local ordinances, lists of vehicle code violations and local traffic ordinances, lists of common penal code sections, guide to proper report forms.

d. Comment on any information provided in your manual that was not covered by this criterion. Comment on the usefulness of this criterion's requirements for your agency. Add any suggestions or recommendations.

8. Data Capture (Training)

a. Give a brief statement as to the training program conducted. Refer the reader to Section IV where training will be discussed in detail.

9. System Management and Control (Simplified Paper Flow)

a. Describe and include copies of written policies that insure the smooth flow of reports through the system including regulations that prevent delay by the report review or auditing process, or by equipment breakdowns. Also include written procedures that provide for a distribution list for all report copies, for the physical distribution of reports, for the maintenance of adequate stocks of paper and supplies, for the maintenance of equipment and for system supervision.

b. Describe any changes you made in the physical positioning of report deposit receptacles, report reproducing section, the files, and all other essential equipment and work areas for the convenience of report takers, processors and users. What was the impact of such changes on the paper flow process?

10. System Management and Control (Report Review)

a. Describe your report review and approval function. Indicate where and how on the report form the approving signature is placed. How are deficiencies in report writing communicated to the reporting

officer. Explain how your procedures provide for comments on good report writing as well as deficient report writing?

11. System management and Control (System Audit)

a. Describe how your agency is conforming to the auditing system described in this criterion. Include a copy of your written audit policy and procedures.

12. System Management and Control (Retention and Purge)

a. Describe your records retention and purging policy. Document this policy's conformance with federal, state and local requirements. Include written policy document.

13. System Management and Control (Privacy and Security)

a. Document your agency's compliance with appropriate Federal and state laws and regulations concerning the privacy and security of crime reporting documents. Include copy of your agency's written policy on privacy and security.

14. System Management and Control (Forms Control)

a. Describe your agency's forms control function. Include any written policy statement regarding forms use, stock control, revisions and maintenance.

15. System Management and Control (Report Processing Training)

a. Give a brief description of the training provided processors of crime data. Refer the reader to Section IV that describes SCRS training in detail.

16. Data Utilization (Output Report Control Policies)

a. Document your agency's policy for insuring that management, crime analysis and special need reports are provided. Include copies of policy statements that require justification for all reports, establish approval mechanisms for interim and special

reports, and establish output control mechanisms (requirements for keeping a sample collection of all output reports for periodic evaluation, review, and modification or discontinuance where warranted).

17. Data Utilization (Local, State and Federal Requirements)

- a. Document the provisions in the SCRS system that insures that local, state and federal reporting requirements are met.

18. Data Utilization (Data Utilization Training)

- a. Give a brief description of the training provided to users of crime data. Refer the reader to Section IV where SCRS training is discussed in detail.

IV. SCRS TRAINING

(This section will demonstrate the quality and quantity of SCRS training)

A. Training for Administrators

Document the training provided for your agency's administrative team (include subject areas covered, instructional scope, training objectives and reference materials used). Include sample lesson plans. Give the number of hours allotted to this task and the number and rank of personnel taught. Document any formal or informal methods used for assessing instructional objectives and course objectives.

B. Training for Managers/Supervisors

Document the training provided for managers/supervisors (include subject areas covered, instructional scope, training objectives and reference materials used). Give the number of hours allotted to this task and the number and rank of personnel taught. Document any formal or informal methods used for assessing instructional objectives and course objectives. Describe any teaching problems encountered because of student work schedules or the diversity of their assignments.

C. Training for Complaint/Dispatch Personnel

Document the training provided for complaint/dispatch personnel (include subject areas covered, instructional scope, training objectives, and reference materials used). Include sample lesson plans. Give the number of hours allotted to this task and the numbers and rank of personnel taught. Document any formal or informal methods used for assessing instructional objectives and course objectives. Describe any teaching problems encountered because of students' 24-hour work schedule.

D. Training for Report Takers

Document the training provided for crime report takers (include subject areas covered, instructional scope, training objectives, and reference material used). Include sample lesson plans. Give the number of hours allotted to this task and the number and rank of personnel taught. Document any formal or informal methods used for assessing instructional objectives and course objectives. Describe any teaching problems encountered because of students' 24-hour work schedule or because of a student mix of sworn personnel and civilian personnel.

E. Training for Records/Data Processing Personnel

Document the training provided for records and data processing personnel (include subject areas covered, instructional scope, training objectives, and reference materials used. Include sample lesson plans. Give the number of hours allotted to this task and the number and rank of personnel taught. Document any formal or informal methods used for assessing instructional objectives and course objectives. Describe any teaching problems encountered because of students' 24-hour work schedule or because of the diversity of personnel assignments.

F. Training for Data Users

Document the training provided for investigators, crime analysts, and other data users (include subject areas covered, instructional scope, training objectives and reference materials used). Give the number of hours allotted to this task and the number and rank of personnel taught. Document any formal or informal methods used for assessing instructional objectives and course objectives. Describe any teaching problems encountered because of student work schedules or the diversity of their assignments.

G. Training Follow-Up

Document the training plans for new or transferring personnel and for in-service training. Describe the follow-up action that ensures practices taught during the training sessions are being adhered to during the implementation phase.

H. Preparation for SCRS Assessment

Document the preparation made for the assessment of the SCRS training component through the maintenance of a separate file for SCRS training activities, including:

- (a) Overall agency training plan,
- (b) Rosters of all students showing dates and extent of training,
- (c) Copies of all lesson plans, training materials, course evaluation forms and summaries, student tests, grades and averages,
- (d) Instructor rosters, including hours, subject matter, group taught. Indicate the extent that management and supervisory personnel were used as instructors.
- (e) Document the cost of the training program.

V. CONCLUSIONS

Document your overall assessment of the SCRS program in your agency. Identify the strong and weak points. In what areas of your agency's operation has an improvement been made? Any adverse effect? Do you think SCRS will be useful to other agencies? What assistance are you able to give to other agencies who may wish to transfer SCRS?

Standardized Crime Reporting System

SCRS ASSESSMENT MODEL AND APPLICATION METHODOLOGY

Appendix F

SCRS ASSESSMENT MODEL AND APPLICATION METHODOLOGY

Report of work performed under Grant Number 79SS-AX-0011, awarded to SEARCH Group, Inc., of Sacramento California, by the Bureau of Justice Statistics, U.S. Department of Justice, under the Omnibus Crime Control and Safe Streets Act of 1968, as amended.

Points of view or opinions stated in this report do not necessarily represent the official position or policies of the U.S. Department of Justice.



SEARCH GROUP Inc.
The National Consortium for Justice Information and Statistics

925 SECRET RIVER DRIVE, SUITE H / SACRAMENTO, CALIFORNIA 95831 / (916) 392-2550
DR. ROBERT J. BRADLEY, Chairman
STEVE E. KOLODNEY, Executive Director

TABLE OF CONTENTS

| | <u>Page</u> |
|--|-------------|
| ASSESSMENT METHODOLOGY | 1 |
| DATA CAPTURE | |
| Complaint-Dispatch Form | 5 |
| Crime Reporting Forms | 6 |
| Data Recording | 7 |
| Unique Crime Report Number | 8 |
| SCRS Data Elements | 9 |
| Geo-Coding | 10 |
| Reporting Officer Identifier | 11 |
| Report Writing Manual | 12 |
| DATA UTILIZATION | |
| Data Element Utility | 13 |
| Output Report Control Policies | 15 |
| SYSTEM MANAGEMENT AND CONTROL | |
| Simplified Paper Flow | 16 |
| Report Review and System Audit | 17 |
| Retention and Purge | 18 |
| Privacy and Security | 19 |
| Forms Control | 20 |
| TRAINING | 21 |
| APPENDIX A: SCRS QUESTIONNAIRES | |

STANDARDIZED CRIME REPORTING SYSTEM

ASSESSMENT MODEL AND APPLICATION METHODOLOGY

Assessment Methodology

An approach is recommended for assessing the implementation of a Standardized Crime Reporting System (SCRS). This approach has been tailored to provide you with a procedural outline in support of assessment requirements.

Nine SCRS goals have been identified as the basis of the modular constructed assessment design. The modular construction means that each of the three functions of the SCRS crime reporting system: data capture, data management and control, and data utilization, can be assessed collectively or can be considered a stand-alone assessment of any one of the three functions. In addition, goals have been linked to one of the three SCRS modules and the criteria component associated with that module. The SCRS implementation goals and their criteria components are:

1. Establish and maintain an efficient police management and operationally oriented system
 - Output Report Control Policies
2. Establish and maintain management and control policy guidelines
 - Forms Control
 - Reporting Officer Identifier
 - Output Report Control Policies
3. Obtain maximum effective productivity from departmental personnel
 - Simplified Paper Flow
 - Training
 - Police Investigation
 - Crime Analysis

4. Increase sworn officer productivity time
 - Crime Reporting Forms
 - Report Writing Manual
5. Improve effectiveness of initial activity reporting and patrol accountability
 - Complaint/Dispatch Form
6. Increase crime event reporting productivity and effectiveness
 - Data Recording
 - Geo-Coding
 - Data Element Utility
 - Report Review and System Audit
7. Maintain accurate and complete law enforcement records
 - Unique Crime Report Number
 - Retention and Purge
8. Protect the privacy of individuals who may be included in the criminal records of the agency
 - Privacy and Security
9. Improve communications among law enforcement agencies, other criminal justice agencies, and local/state governments
 - SCRS Data Elements
 - Interagency Cooperation

In addition, each goal is linked to an assessment area. It is the assessment area that provides the information requirements for determining whether the implementing agency has achieved a particular goal. For example, in the data capture module there is a criterion that police agencies must provide a complaint/dispatch form in order to capture data about their observed/reported crime.

The assessment area in turn identifies the information needed to determine if all required data is being collected on the complaint/dispatch form and therefore fulfill the goal to improve initial activity reporting and patrol accountability. There are other information requirements that, when interpreted and analyzed, will add depth to understanding whether the goal has been achieved. It should be made clear that specific answers to the questions asked must be obtained, and an analysis of the responses must be conducted, if the assessment is to be successful.

Each module and the criteria and goals associated with the modules is presented in the same manner. Figure 1 shows a diagram of the SCRS assessment model.

In determining whether SCRS improves investigative capability, a series of questionnaires is provided in Appendix A. Each questionnaire has been designed as an integral part of the overall assessment design and major consideration was given to the ease of completing the questionnaire while collecting the maximum amount of relevant data.

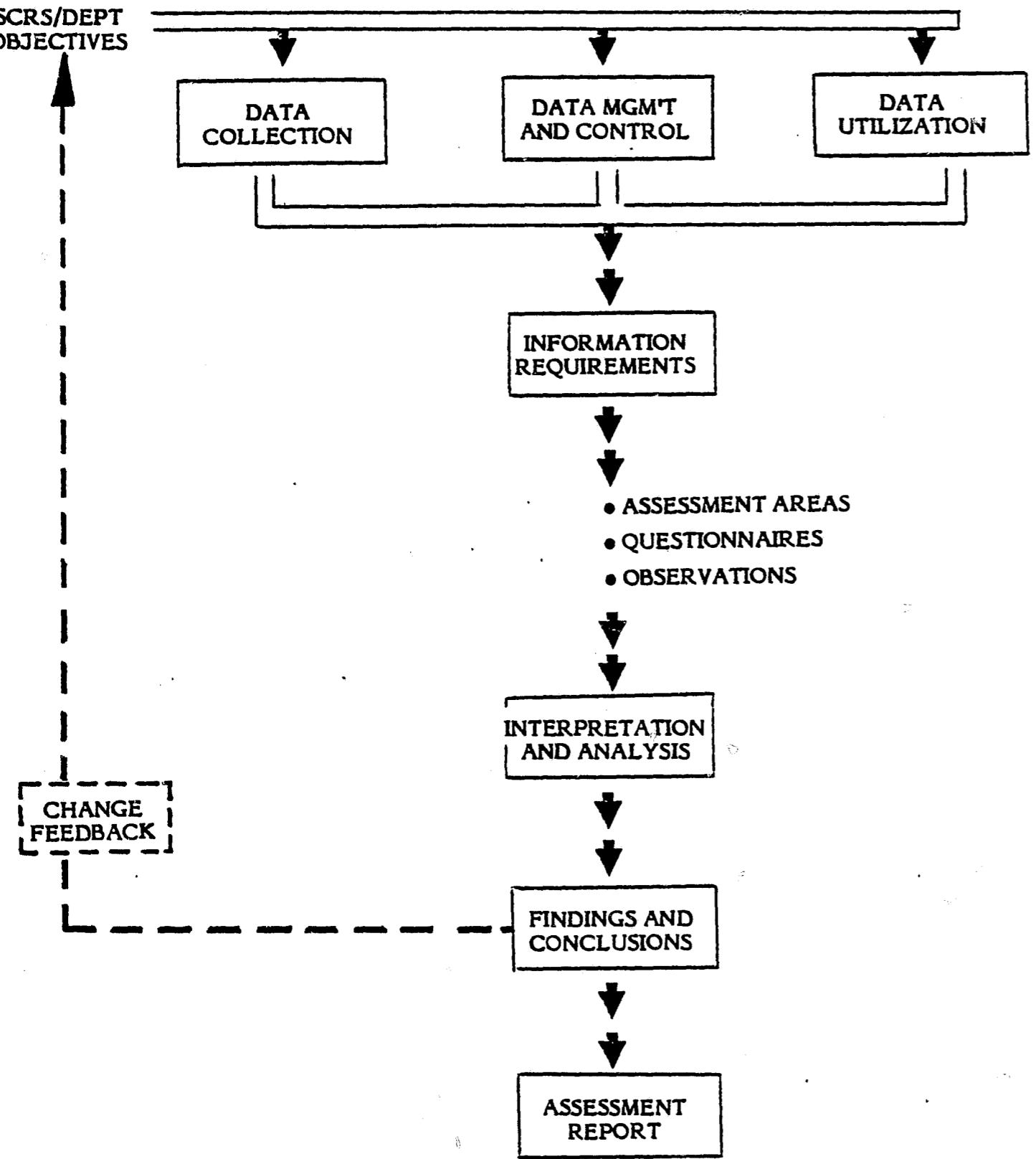


FIGURE 1: SCRS ASSESSMENT MODEL

| | |
|---------------------------|---|
| Module: | Data Capture |
| Component: | Complaint-Dispatch Form |
| Goal: | Improve the efficiency of initial activity reporting and patrol accountability. |
| Assessment Area 1: | <p>To determine whether all required data are being collected on observed/reported crime:</p> <ul style="list-style-type: none"> • Are officers reporting and dispatchers asking for and recording required SCRS data at the time of call? • Are there some complaint/dispatch forms showing the same time for calls received, dispatched, arrived? (Indicates self-initiated calls for service) • Has there been any discernable public reaction to questions asked to satisfy complaint/dispatch SCRS data needs? • Is the SCRS method of storing or filing complaint/dispatch information different than the pre-SCRS method? Is it better? • How is the SCRS complaint/dispatch information retrieved? Is this method better than the pre-SCRS method? • Does the SCRS complaint/dispatch information retrieval method provide cross reference to other related forms? • Does the retrieved SCRS complaint/dispatch data satisfy the needs of requestors (patrol officers, investigators, managers) for internal uses, other government agencies, public inquiry, complaints, public relations, news media? • Is all officer time including non-crime activity accounted for? • How is all officer time accounted for? What type of form is used? • How do managers use the officer time accounting information to support their needs? |

Module: Data Capture

Component: Crime Reporting Forms

Goals:

- Increase sworn officers' productivity time.
- Increase crime event reporting productivity and effectiveness.

Assessment Area 2: To determine whether the design of basic crime reporting forms has decreased report writing time:

- What is the average time to complete all forms by type? Pre-SCRS? Post-SCRS?

Assessment Area 3: To determine the skills required for SCRS forms completion:

- Were training instructions clear, concise and easily understood?
- Are report writing manual instructions clear, concise and easily understood?
- Are special skills required to complete forms? If so, what are they? Why are special skills needed?
- Are forms being completed according to instructions?
- Are there particular problem areas? If so, what are they? What causes the problems? How are problems resolved?

Assessment Area 4: To determine whether SCRS has reduced re-interview time:

- Have SCRS forms and the information collected reduced the time previously spent re-interviewing complainants/witnesses?
- Have SCRS forms and information collected reduced the time needed to clarify data initially obtained by the responding officer?
- Have SCRS forms succeeded in providing preliminary investigative information? What, if anything, is missing? How could SCRS forms be altered to provide what is needed?
- Has SCRS increased or decreased the requirement to incorporate information in the narrative section of the crime/offense report? Arrest report?

Module: Data Capture

Component: Data Recording

Goal:

Assessment Area 5: To determine whether SCRS has improved the quality* of report writing:

- Has SCRS improved the quality* of report writing? If so, what are the primary reasons for improvement?
- Has there been a change in report writing accuracy? What are the causes?
- Are reports adequately reviewed?
- Are there any constraints to good review procedures?
- Have procedures been established for correcting erroneous reports? Are they being followed?

* Conciseness, accuracy, completeness

CONTINUED

1 OF 2

Module: Data Capture

Component: Unique Crime Report Number

Goal: Maintain accurate and complete law enforcement records.

Assessment Area 6: To determine whether crime events and associated records are uniquely identified:

- Is there a numbering system? Describe it.
- Does the numbering system tie all event documents together?
- Does the numbering system provide for efficient storage and retrieval of records? For easy access? For easy retrieval?
- Are other information systems within the department tied into the numbering system?
- Are information systems outside the department tied into the numbering system?

Module: Data Capture

Component: SCRS Data Elements

Goal: Improve communications among law enforcement agencies, other criminal justice agencies, and local/state governments.

Assessment Area 7: To determine whether all SCRS data elements are present on crime reporting forms:

- Are all SCRS data elements present?
- Do all data elements satisfy their intended use?
- Do the data elements satisfy user needs?
- Are some elements not needed? Which ones?
- Is there a need to modify existing elements? Why?

Module: Data Capture

Component: Geo-Coding

Goal: Increase crime reporting productivity and effectiveness.

Assessment Area 8: To determine the presence and value of geo-coding in the SCRS system:

- What was the extent of geo-coding prior to SCRS?
- Has geo-coding changed since SCRS? How?
- Does the method of SCRS geo-coding suit department needs?
- Does geo-coding aid in crime analysis? How?
- Does geo-coding aid in investigations? How?
- Does geo-coding aid operational decisionmakers? How?

Module: Data Capture

Component: Reporting Officer Identifier

Goal: Establish and maintain management and control policy guidelines.

Assessment Area 9: To determine whether each officer involved in crime events can be identified:

- Have each of the forms provided for officer identifiers?
- Can officer identification be made from information on the completed forms?
- Can all officers involved in a single case be identified?

Module: Data Capture

Component: Report Writing Manual

Goal: Increase field officers' productivity time.

Assessment Area 10: To determine whether the report writing manual is adequate:

- Does the manual provide all required information for SCRS? For other department information needs?
- Did all users receive a copy?
- Was adequate training provided?
- Are the manuals with the officers? How are they used? If they are not being used, why?
- Does the manual incorporate the SCRS binder design?

Module: Data Utilization

Component: Data Element Utility

Goal: Increase crime event reporting productivity and effectiveness.

Assessment Area 11: To determine whether SCRS has improved investigative capability:

- By interview with patrol officers, investigative officers and investigative supervisors.
- See questionnaires in Appendix A.

Module: Data Utilization
Component: Data Element Utility
Crime Analysis
Goal: Increase crime event reporting productivity and effectiveness.

Assessment Area 12: To determine whether SCRS is providing information satisfactory for management needs:

- What were pre-SCRS management reports and how were they used?
- What are SCRS management reports and how are they being used?
- What are SCRS management report constraints?
- What are outside agency requirements and what has been the impact on these agencies?
- Has SCRS eliminated information problems? Inside agency? Outside agency?
- Have new information problems surfaced? Inside agency? Outside agency?

Module: Data Utilization
Component: Output Report Control Policies
Management Reporting and Decision-Making
Goal: Establish and maintain an efficient police management and operationally oriented system.

Assessment Area 13: To determine whether data utilization report control policies are effective:

- Have data utilization report policy guidelines been published? Are they being adhered to?
- Are routine or recurring data utilization reports justified? Are they periodically reviewed and evaluated?
- What are the guidelines for special one-time reports?
- Is there a report inventory? Is the inventory reviewed before initiating a new report?
- How do users of data (crime analysts, managers, administrators) communicate their informational needs and obtain approvals for special one-time reports and routine/recurring reports?
- What information is being furnished to outside agencies?
- What are the requirements for outside agencies to obtain information?
- Have outside agencies been critical regarding the timeliness, accuracy and completeness of your department's reports?
- Have outside agencies commented on the lack of needed information?

Module: System Management and Control

Component: Simplified Paper Flow

Goal: Obtain maximum effective productivity from all department personnel.

Assessment Area 14: To determine whether SCRS management and control policies are adequate:

- Are system management and control policy and procedures comprehensive? Current? How are they changed? Are reasons for change recorded?
- Are system management and control policy and procedures disseminated to all personnel to whom they apply? Are they understood? Are they followed?
- Do system management and control policy and procedures reflect actual SCRS operational procedures?
- Are policy and procedures work flow charted or verbally described?
- Does operational work flow parallel described work flow?
- Are office management procedures followed? Do the procedures constrain operations? How?
- Are supporting equipment/facilities adequate? If not, what are the inadequacies?

Module: System Management and Control

Component: Report Review and System Audit

Goal: Increase crime event reporting productivity, effectiveness, and reliability.

Assessment Area 15: To determine whether review and audit procedures are adequate:

- Who reviews what forms? What is the purpose of the review?
- Are errors detected and corrected prior to data manipulation and dissemination?
- Is supplementary data reviewed for accuracy? By whom? How? When?
- Is there a system audit procedure? Who conducts the system audit? How often? For what purpose? Who receives the results?
- Does the audit track an event through the system and check for updates/feedbacks?
- How are deficiencies corrected? How are differences reconciled?

Module: System Management and Control

Component: Retention and Purge

Goal: Maintain accurate and complete law enforcement records.

Assessment Area 16: To determine whether an adequate retention and purge policy is in effect:

- What are local and state retention and purge requirements? Are they documented? Are they followed? If not, what are the reasons for non-compliance?
- Are equipment/space constraints influencing retention and purge?
- What is the impact of retention and purge on the SCRS operation?

Module: System Management and Control

Component: Privacy and Security

Goal: Protect the privacy of individuals who may be included in the criminal records of the agency.

Assessment Area 17: To determine whether adequate privacy and security measures have been implemented:

- How have the federal regulations on privacy and security been implemented in your department?
- Are there written procedures?
- What methods are being used to provide adequate security of SCRS records?
- Is a central state repository in operation?
- How are criminal history records transmitted to it?
- Have procedures been established for capturing the data elements required for dissemination logging?
- How is "query before dissemination" implemented?
- Have procedures been implemented to allow the individual the right to review and challenge?

Module: System Management and Control

Component: Forms Control

Goal: Establish and maintain management and control policy guidelines.

Assessment Area 18: To determine whether an effective forms control function is in effect:

- Are forms control responsibilities assigned to a single individual or unit?
- Has forms control precluded duplication of similar reporting forms?
- Has forms control minimized the total number of reporting forms?
- Are printing/inventory/reorder controls in effect?
- Are procedures established for revising forms?
- Is there a form numbering control policy? Describe.
- Do policy and procedures comply with agency's implementation plan and SCRS criteria?

Module: Data Capture

Component: Training

Goal: Obtain maximum effective productivity from departmental personnel.

Assessment Area 19: To determine whether the training provided has resulted in a good understanding of SCRS:

- Was a training program developed and conducted as planned?
- If not, what were the changes and why were they made?
- Were all personnel trained? If not, why?
- Do all personnel understand their role in SCRS?
- Was the training considered to be successful? How was the success measured?
- Was remedial training provided, if needed?
- Is the training program still active?
- What training do new employees receive?

Module: System Management and Control

Component: Training

Goal: Obtain maximum effective productivity from departmental personnel.

Assessment Area 20: To determine whether the training provided has resulted in a good understanding of SCRS:

- Was a training program developed and conducted as planned?
- If not, what were the changes and why were they made?
- Were all personnel trained? If not, why?
- Do all personnel understand their role in SCRS?
- Was the training considered to be successful? How was the success measured?
- Was remedial training provided, if needed?
- Is the training program still active?
- What training do new employees receive?

APPENDIX A

SCRS QUESTIONNAIRES FOR:

- **PATROL OFFICERS**
- **INVESTIGATIVE OFFICERS**
- **INVESTIGATIVE SUPERVISORS**

Yes No

1. Have you received adequate instructions for filling out the SCRS forms?
2. Are the written instructions in the report writing manual clearly understandable?
3. Do you feel specialized skills are needed to fill out the form? (If you check Yes, please explain below)

4. Is there information on any of the forms that you feel will never be used? (If you check Yes, please explain below)

5. Is there any information not included on the forms that you feel is needed? (If you check Yes, please explain below)

6. Are there any events or situations not covered by one of the SCRS forms? (If you check Yes, please explain below)

7. Do you feel there is duplication of reports? (If you check Yes, please explain below)

SCRS ASSESSMENT SURVEY

PATROL OFFICERS

You are requested to complete the attached questionnaire as part of the SCRS implementation assessment.

It is important that you, as patrol officers, have an opportunity to participate in the SCRS assessment and provide objective comments on its operation as it affects you. If you have any comments about SCRS operations that are not covered by a specific question, please make them in the space provided at the end of the questionnaire.

When you have completed the questionnaire, please return it to:

Yes No

8. Are there data items on the forms that (to you) could lead to error? (If you check Yes, please explain below)

9. Are there data items on any of the forms that (to you) are confusing or can be misinterpreted? (If you check Yes, please explain below)

10. Is the response to your inquiries for, or your access to, case, offense, or offender information rapid and satisfactory? (If you check No, please explain below)

11. Do you receive feedback information (without requesting it) on the progress or outcome of a case in which you did the initial investigation?

Thank You for Completing This Questionnaire

12. Are you receiving any information concerning the quality of your report writing from the reviewing officer? . . .

13. Listed below are all the SCRS crime reporting forms for your department. With the value of one being ideal and the value of five being bad, please rate each form by circling the appropriate number. If you do not use a form, circle UNK.

| <u>Form Name</u> | <u>Ideal/Very Good/Good/Poor/Bad/Don't Use</u> |
|------------------|--|
| | 1 2 3 4 5 UNK |
| | 1 2 3 4 5 UNK |
| | 1 2 3 4 5 UNK |
| | 1 2 3 4 5 UNK |
| | 1 2 3 4 5 UNK |
| | 1 2 3 4 5 UNK |

14. Do you have any general comments concerning the SCRS forms:

SCRS ASSESSMENT SURVEY

INVESTIGATIVE OFFICERS (DETECTIVES)

You are requested to complete the attached questionnaire as part of the SCRS implementation assessment.

It is important that you, as investigators, have an opportunity to participate in the SCRS assessment and provide objective comments on its operation as it affects you. If you have any comments about SCRS operations that are not covered by a specific question, please make them in the space provided at the end of the questionnaire.

When you have completed the questionnaire, please return it to:

Yes No

1. Are there any events or situations not covered by one of the SCRS forms? (If you check Yes, please explain below)

2. Is there any information not included on the forms that you feel is needed? (If you check Yes, please explain below)

3. Is there information on any of the forms that you feel will never be used? (If you check Yes, please explain below)

4. Do you usually have to interview the complainant to obtain missing or incomplete data that the responding officer failed to record when answering the initial call for service?

5. Do you usually have to contact the officer initiating the report for additional information or for clarification?

6. Do you have problems understanding what the initial crime report means?

7. Have you received adequate instructions for filling out the forms?

8. Are the written instructions for filling out the forms clearly understandable?

Yes No

9. Do you feel specialized skills are needed to fill out the forms? (If you check Yes, please explain below)

10. Are there data items on the forms that (to you) could lead to error? (If you check Yes, please explain below)

11. Are there data items on any of the forms that (to you) are confusing or can be misinterpreted? (If you check Yes, please explain below)

12. Do you feel there is duplication of reports? (If you check Yes, please explain below)

13. Is the response to your inquiries for, or your access to, case, offense, or offender information rapid and satisfactory? (If you check No, please explain below)

Yes No

14. Has the new reporting system contributed to improving your investigative capability?

15. Has SCRS improved your ability to quickly assemble data for nonroutine or one-time requests for information?

16. Has SCRS increased the time available to you for actual investigative work?

17. Has SCRS reduced your investigative time devoted to individual cases? (If you check No, please explain below)

18. Has SCRS better enabled you to recommend to your supervisor priorities for case investigations?

19. Has implementation of SCRS changed your techniques or routine for conducting an investigation? (Please explain your answer below)

20. Does SCRS, when compared with your previous crime reporting system, provide you with information that is more:

- A. Timely?
B. Accurate?
C. Complete?

21. Are you required to periodically complete investigative status reports on open cases that have been assigned to you?

Yes (Go to Question 22)

No (Please explain how you keep your supervisor informed of the progress and status of your case load)

(Go to Question 27)

22. (If Yes to Question 21) Please state how long it takes you (on the average) to complete a status report.

_____ minutes

23. (If Yes to Question 21) How often is a status report required? Every _____ days

24. (If Yes to Question 21) What is your average monthly case load? _____ cases

25. (If Yes to Question 21) Do you receive any feedback after submitting your status reports?

Yes

No

26. (If Yes to Question 21) Please describe how status reporting aids you as an investigator. (If it does not, write "none")

(None)

27. Does SCRS aid you in keeping your supervisor better informed about the status of your case load than prior reporting systems?

Yes (Please explain below)

No (Go to Question 28)

28. Listed below are all the SCRS crime reporting forms for your department. With the value of one being ideal and the value of five being bad, please rate each form by circling the appropriate number. If you do not use a form, circle UNK.

| Form Name | Ideal/Very Good | Good | Poor | Bad | Don't Use |
|-----------|-----------------|------|------|-----|-----------|
| | 1 | 2 | 3 | 4 | 5 |
| | 1 | 2 | 3 | 4 | 5 |
| | 1 | 2 | 3 | 4 | 5 |
| | 1 | 2 | 3 | 4 | 5 |
| | 1 | 2 | 3 | 4 | 5 |
| | 1 | 2 | 3 | 4 | 5 |

29. Do you have any general comments concerning the SCRS forms:

Thank You for Completing This Questionnaire

Yes No

1. Are there any events or situations not covered by one of the SCRS Forms? (If you check Yes, please explain below)

2. Is there any information not included on the forms that you feel is needed? (If you check Yes, please explain below)

3. Is there information on any of the forms that you feel will never be used? (If you check Yes, please explain below)

4. Do you usually have to contact the officer who initiated the report for additional information or for clarification?

5. Do you have problems understanding what the investigative report means?

SCRS ASSESSMENT SURVEY

INVESTIGATIVE SUPERVISORS

You are requested to complete the attached questionnaire as part of the SCRS test implementation evaluation.

It is important that you, as supervisors, have an opportunity to participate in the SCRS evaluation and provide objective comments on its operation as it affects you. If you have any comments about SCRS operations that are not covered by a specific question, please make them in the space provided at the end of the questionnaire.

When you have completed the questionnaire, please return it to:

| | <u>Yes</u> | <u>No</u> |
|--|--------------------------|--------------------------|
| 7. Have you received adequate instructions regarding the review procedures for the new SCRS forms? | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Are the completed reports easily understood by you? | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Do you feel the reporting officer fully understands his role in the new information system? | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Do you feel the written instructions provided to the officer are clearly understandable? | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Do you find that many errors are being made on the new forms by the reporting officers? | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Are you usually in agreement with the crime name entered on the form by the reporting officer? | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. In your opinion, can you easily access and retrieve information from the records system when required? | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Do you feel the information on the new forms will provide your police management with reasonable and worthwhile crime and crime-related reports? | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Has the new reporting system contributed to improving investigative work? | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Has SCRS improved your ability to quickly assemble data in response to nonroutine, one-time requests for information? | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Has SCRS better enabled you to determine priorities of case investigation? | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. Has SCRS reduced investigative time devoted to individual cases? (If you check No, please explain below) . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| <hr/> <hr/> <hr/> | | |

- | | <u>Yes</u> | <u>No</u> |
|--|--------------------------|--------------------------|
| 19. Have SCRS operation reports aided you in: | | |
| A. Reallocating your work force when necessary? . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Making better use of investigators' time? | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Making better case allocation decisions? | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. Have case load assignments under SCRS been influenced by: | | |
| A. Increased investigative time availability? | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Increase/decrease in crime activity? | <input type="checkbox"/> | <input type="checkbox"/> |
| C. A combination of both? | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Not changed under SCRS? | <input type="checkbox"/> | <input type="checkbox"/> |
| <i>Please explain your answer.</i> <hr/> <hr/> <hr/> | | |
| 21. Have you noticed any changes in the techniques or routines of investigators when working on a case since the SCRS implementation? (Please explain your answer below) | | |
| <hr/> <hr/> <hr/> | | |
| 22. Does SCRS, when compared with your previous crime reporting system, provide you with information that is more: | | |
| A. Timely? | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Accurate? | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Complete? | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. Does SCRS provide you with a more effective way for measuring the performance and results of investigative work? | <input type="checkbox"/> | <input type="checkbox"/> |

24. Have you changed the way you measure an investigator's performance and work results since SCRS implementation?

Yes (Please explain below)
 No (Go to Question 25)

25. Are investigators required to periodically submit investigative status reports to you on open cases that have been assigned to them?

Yes (Go to Question 26)
 No (Please explain how you are kept informed on the progress and status of investigative case loads)

26. (If Yes to Question 25) Please estimate how long you think it takes (on the average) for an investigator to complete a status report.

minutes

27. (If Yes to Question 25) How often is a status report required?
Every _____ days

28. (If Yes to Question 25) What is the average monthly case load of all the investigators under your supervision?
cases

29. (If Yes to Question 25) Do you provide any feedback to the investigators under your supervision after reviewing their status reports?

Yes (Please explain below).
 No (Go to Question 30)

30. (If Yes to Question 25) Please describe in what way status reporting aids investigators in their work. (If it does not, write 'none')

31. (If Yes to Question 25) Does status reporting aid you in any other way as a supervisor?

Yes (Please explain below)
 No (Go to Question 32)

32. Does SCRS aid you in being better informed on the status of cases and work load of investigators under your supervision compared with prior operations?

Yes (Please explain below)
 No (Go to Question 33)

33. Listed below are all the SCRS crime reporting forms for your department. With the value of one being ideal and the value of five being bad, please rate each form by circling the appropriate number. If you do not use a form, circle UNK.

| Form Name | 1 | 2 | 3 | 4 | 5 | UNK |
|-----------|---|---|---|---|---|-----|
| | 1 | 2 | 3 | 4 | 5 | UNK |
| | 1 | 2 | 3 | 4 | 5 | UNK |
| | 1 | 2 | 3 | 4 | 5 | UNK |
| | 1 | 2 | 3 | 4 | 5 | UNK |
| | 1 | 2 | 3 | 4 | 5 | UNK |

34. Do you have any general comments concerning the SCRS forms:

Thank You for Completing This Questionnaire

Appendix G

SELECTED LAW ENFORCEMENT AGENCIES USING SCRS

SELECTED LAW ENFORCEMENT AGENCIES USING SCRS

February 9, 1981

Although no formal survey has been conducted to determine the extent to which SCRS has been adopted by the law enforcement community, SEARCH Group is becoming aware of increasing interest and enthusiasm for SCRS by agencies throughout the United States.

A combination of SCRS document distribution, SCRS seminars, the development of case studies, and the strong support of SCRS Advisory Group members has encouraged the acceptance of SCRS in a wide variety of agencies.

The listing on the following pages is just a sampling of agencies and programs that are embracing SCRS principles and following SCRS procedures. Knowledge of these agencies' SCRS involvement has come mostly from SCRS Advisory Group members.

East Providence Police Department East Providence, Rhode Island

This agency has completely revamped its reporting system following SCRS guidelines. SCRS enabled this agency to solve problems in their crime reporting system prior to computerization. The reduction of field reports from 18 to 5, higher clearance rates, and improved preliminary investigations are attributed by agency management to the better reporting system developed through SCRS.

Santa Maria Police Department Santa Maria, California

Volume 4, SCRS Model Report Writing Manual, is being used in their recruit classes. A sergeant has been assigned to review all volumes to develop methods of improving their crime reporting system.

Providence Police Department Providence, Rhode Island

A special committee of six officers has been formed to review and overhaul the records system. SCRS documents and knowledge gained from participation of six committee members in a SCRS seminar is to be used in remodeling this system.

East Greenwich Police Department East Greenwich, Rhode Island

This department had adopted a new reporting system which was designed by following SCRS manuals. The system is now operational and has vastly improved crime analysis capability.

**Newport Police Department
Newport, Rhode Island**

Planning for the implementation of SCRS components is now underway. Captain John Beebe of this department has made two visits to the East Providence Police Department to consult with Captain Richard Ferreira, former member of the SCRS Advisory Group, for guidance and assistance with a SCRS implementation.

**Allen County Sheriff's Department
Lima, Ohio**

POSSE II is the goal of present planning in this agency. A Report Committee has been formed to solve problems before computerization. SCRS documents are being used as a reference for this committee.

**Division of Criminal Identification
Office of Attorney General
Cheyenne, Wyoming**

A revised Peace Officers Handbook for the State of Wyoming will be published in 1981 and distributed to all Wyoming law enforcement officers. Volume IV, SCRS Model Report Writing Manual, will be used extensively in this revision. Other SCRS documents will be used as reference material by field personnel from this agency in providing technical assistance to local law enforcement agencies.

**Naples Police Department
Naples, Florida**

All SCRS volumes are being used for in-service training courses. Anticipated remodeling of their records system will be based on SCRS materials.

**Baltimore County Police Department
Towson, Maryland**

Excerpts from Volume 4, SCRS Model Report Writing Manual, are being used in the revision of this agency's report writing manual.

**Delaware Police Department
Delaware, Ohio**

This agency is getting ready to install an IBM System 34. They are now using SCRS documents and knowledge gained from attendance at a SCRS seminar to make necessary changes in their manual system prior to computerization.

**Manchester Police Department
Manchester, New Hampshire**

A planning committee has been formed to solve problems in their existing system and prepare the Department for automation. Committee activities will be based on information contained in SCRS volumes and knowledge brought back to the Department by two of their members who attended a SCRS seminar.

**Ft. Morgan Police Department
Ft. Morgan, Colorado**

Volume 4, SCRS Model Report Writing Manual, has been furnished to the District Attorney's Office for use as reference material in developing in-service training for agency personnel. Other SCRS documents are being used to prepare a set of policies and procedures.

**Weld County Sheriff's Office
Greeley, Colorado**

This agency has redesigned its complaint-dispatch card using recommended SCRS data elements. Using information gained at a SCRS seminar, agency

management personnel have started discussions on coordinating efforts to redesign other crime reporting forms and use all remaining SCRS data elements. Volume 3, SCRS Data Utilization Guide, has been useful to this agency in suggesting potential uses of SCRS data.

**Colorado State University Police Department
Ft. Collins, Colorado**

Volume 1, SCRS Implementation Guide, is being used as a reference for this agency in analyzing and flowcharting the present system. Additional work on system remodeling is planned during the coming summer vacation months.

**Westminster Police Department
Westminster, Colorado**

This agency is concentrating on the data utilization module of SCRS, using Volume 3, SCRS Data Utilization Guide, for guidance in producing useful output reports for management and operational uses.

**Minot Police Department
Minot, North Dakota**

All components of SCRS are being installed with a planned implementation date of July 1, 1981. Volume 3, SCRS Data Utilization Guide, is being used to generate report output and will be the basis for a report generator when the system is automated in December, 1981. Volume 4, SCRS Model Report Writing Manual, has been very valuable as a training tool.

**Anchorage Police Department
Anchorage, Alaska**

This agency, now manual, is planning an automated system. They are currently redesigning their forms which will be modeled after those used by the SCRS test site agency, North Las Vegas Police Department. This agency intends to follow the SCRS guidelines as closely as possible and all SCRS documents are being studied and used. Volume 4, SCRS Model Report Writing Manual, is very well accepted and will be incorporated into the training program for the new forms.

Portage County Sheriff's Department, Ohio

SCRS documents have been used as the basis for redesigning crime reporting forms for a county-wide program (11 police agencies). A county-wide committee representing all police agencies is meeting on a continuing basis to solve mutual problems and is using SCRS documents as reference material.

**Department of Economic and Community Development
Office of Criminal Justice Services
Columbus, Ohio**

In addition to hosting a SCRS seminar in Columbus attended by 111 persons representing 78 Ohio law enforcement agencies, this state agency sent 20 of their own Criminal Justice Services staff members to learn more of the SCRS program. The knowledge gained at this seminar by staff personnel will be used to assist Ohio law enforcement agencies. Over 40 Ohio agencies at this seminar expressed a desire for further assistance in implementing the principles and techniques of SCRS. This agency is now exploring methods of how best to respond to the needs for additional assistance as expressed by those in attendance at the seminar.

**La Plata County Sheriff's Department
Durango, Colorado**

Influenced by the successful implementation of SCRS in its neighboring agency, the Durango Police Department, this Sheriff's Department joined the police department in a centralized dispatch and records function. The same forms are now used by both agencies, and the sheriff's SCRS implementation is complete and working well. Both agencies are now working toward the development of a centralized automated system.

SELECTED LAW ENFORCEMENT TRAINING PROGRAMS USING SCRS

**Edison Community College
Ft. Myers, Florida**

This college conducts all law enforcement training for law enforcement agencies (35 agencies) within six counties in Southwestern Florida. In classes for line supervisors (sergeants and lieutenants) and middle managers (lieutenants and captains), SCRS documents are used as a basis for teaching elements of good records system design, forms design and control, and standard terminology.

**Allan Hancock College
Santa Maria, California**

Volume 4, SCRS Model Report Writing Manual, is being used in a law enforcement class taught by Ms. Joanne Olson.

**Golden West College
Huntington Beach, California**

Volume 4, SCRS Model Report Writing Manual, is being used for law enforcement classes. Over 50 slides from this volume have been made for class use.

**Report Writing for Instructors Course
Certified by California Peace Officers Standards and Training (POST)
Taught by Dr. Bruce T. Olson of Davis, California**

Dr. Olson is using material from SCRS documents and knowledge gained from attendance at a SCRS seminar in teaching police instructors in California. These classes are expanding into the states of Washington and Oklahoma. Brochures giving an overview of SCRS are being included in student workbooks supplied by the instructor.

The Standardized Crime Reporting System (SCRS) program has offered long-term concentrated technical assistance to several police agencies throughout the country. The recipient agencies include:

N. Las Vegas Police Department, Nevada
 Durango Police Department, Colorado
 New Jersey State Police
 Bellmawr Police Department, New Jersey
 Englewood Police Department, New Jersey
 Ventura County Law Enforcement Agencies, California
 Abington Township Police Department, Pennsylvania
 Bernalillo County Sheriff's Department, Arizona
 Thornton Police Department, Colorado
 Butte County Law Enforcement Agencies, California

Such extended technical assistance has been in high demand. Limited project budgets have not allowed SGI to respond in a similar way to 31 other agencies that, during 1980, expressed strong interest in receiving in-depth technical assistance. Those agencies requesting such technical assistance are listed in the following pages.

| Agencies Requesting T.A. | Population Served | Number of Sworn Officers | Crime Volume/Yr. | |
|--------------------------------|-------------------|--------------------------|------------------|---------------|
| | | | I | II |
| Overland Park P.D. | Kansas | 80,000 | 97 | 4,785 2,218 |
| San Bernardino Co. Sheriff | Calif. | 374,000 | 723 | 21,000 24,000 |
| Missoula P.D. | Montana | 35,000 | 53 | 3,800 1,700 |
| Naperville P.D. | Illinois | 45,000 | 47 | 1,600 3,600 |
| Bismarck P.D. | N. Dakota | 50,000 | 60 | 1,700 4,100 |
| Warminster Twnsp. P.D. | Penna. | 41,000 | 46 | 760 500 |
| Spotswood P.D. | N. Jersey | 10,000 | 18 | 360 575 |
| Woodland P.D. | Calif. | 28,000 | 42 | - - |
| Menomonie P.D. | Wisc. | 13,000 | 26 | 815 2,100 |
| Claremont P.D. | Calif. | 30,000 | 30 | 340 500 |
| New Hampshire State Police | N. Hamp. | 875,000 | 216 | 1,300 1,700 |
| Minot P.D. | N. Dakota | 38,000 | 59 | 418 8,900 |
| Aurora P.D. | Colorado | 164,000 | 270 | 12,000 10,000 |
| Lewis & Clark Sheriff (Helena) | Montana | 42,000 | 25 | 9,400 3,800 |
| Brighton P.D. | Colorado | 16,000 | 24 | 900 1,100 |
| Ascension Parish Sheriff | Louisiana | 40,000 | 85 | 66 740 |
| Quincy P.D. | Mass. | 98,000 | 202 | 4,600 - |
| Aspen P.D. | Colorado | 8,000 | 20 | 1,100 - |
| Martinez P.D. | Calif. | 23,000 | 30 | 794 - |
| Sarpy Sheriff | Nebraska | 98,000 | - | - - |
| Downey P.D. | Calif. | 90,000 | 99 | 4,300 5,500 |
| Canton Twnsp. P.D. | Michigan | 50,000 | 45 | - - |

| Agencies Requesting T.A. | | Population Served | Number of Sworn Officers | Crime Volume/Yr. | |
|--------------------------|-----------|-------------------|--------------------------|------------------|--------|
| | | | | I | II |
| Randolph Twnsp. P.D. | N. Jersey | 22,000 | 29 | 1,414 | 9,900 |
| Lakewood P.D. | N. Jersey | 42,000 | 84 | 2,900 | 8,100 |
| Wayne Twnsp. P.D. | N. Jersey | 50,000 | 106 | 58 | 3,000 |
| Southampton P.D. | New York | 46,000 | 55 | 1,215 | 2,343 |
| Tehama Co. Sheriff | Calif. | 24,000 | 42 | 899 | 1,940 |
| Orange Co. Sheriff | Calif. | 300,000 | 632 | 11,711 | 28,640 |
| San Carlos P.D. | Calif. | 28,000 | 34 | 1,059 | 2,090 |
| Fontana P.D. | Calif. | 30,000 | 44 | 3,100 | 1,700 |
| Fresno P.D. | Calif. | 200,000 | 345 | 23,500 | 1,850 |

END