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Decentralizing police detectives: Increasing efficiency of property crime investigations

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DECENTRALIZING POLICE DETECTIVES: INCREASING EFFICIENCY
OF PROPERTY CRIME INVESTIGATIONS

by

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Bachelor of Arts, Criminal Justice
University of Nevada, Las Vegas
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A thesis submitted in partial fulfillment
of the requirements for the

Master of Arts Degree in Criminal Justice
Department of Criminal Justice
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ABSTRACT

Decentralizing Police Detectives: Increasing Efficiency of Property Crime Investigations

By

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Beginning in November, 2007, the Las Vegas Metropolitan Police Department implemented organizational changes to the Financial / Property Crimes Bureau by decentralizing all property crime detectives. Although no previous research was found on the decentralization of police detectives specifically, there is existing research on similar concepts that suggest at least two benefits of decentralizing police detectives: improved communication with patrol officers and increased efficiency of investigations. With these benefits in mind, the current study examines the following hypotheses: hypothesis 1: decentralizing property crime detectives will lead to improved quality of communication between property crime detectives and patrol officers; hypothesis 2: decentralizing property crime detectives will lead to greater efficiency of property crime investigations.

This research will assume a quasi-experimental design with the Southeast Area Command (SEAC) being the experimental group by having detectives decentralized to an area command level and the Southwest Area Command (SWAC) being the comparison group, their detectives remaining at the centralized bureau level. The experimental

condition began on November 1, 2007 and continued for 8 months, terminating on June 30, 2008 when SWAC was decentralized, ending the department wide reorganization and decentralization of property crimes detectives.

Secondary data in the form of a survey that was administered to patrol officers and performance indicators from the area command and detective levels were received from the Las Vegas Metropolitan Police Department. These data were used to evaluate the impact that the decentralization had on communication between detectives and officers and the efficiency of property crime investigations.

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CHAPTER 1

INTRODUCTION

American policing is currently in the community policing era. The key component behind the theory of community policing is that building working partnerships between the police and community will help solve contemporary community problems related to crime, fear of crime, and social disorder (Trojanowicz, Kappelar, Gaines, & Bucqueroux, 1998; Skolnick & Bailey, 1986). Dantzker (2005) stated that the basic premise behind community policing is to place officers in a position to best interact with the public so that the officers and the community can work in a cooperative effort to improve the services provided by the police organization. Although not easily defined, frequently cited characteristics of community policing are joint community-police crime prevention, organizational flexibility, and decentralization (Silverman, 1999). Internal communication between members of a police department is equally important. Cooper (2005) acknowledged that two of the biggest problems of any police organization are the lack of communication and cooperation between different parts of a police department.

One problem that exists is that many police departments are not organized in a way to support the concept of community policing, especially in the organization of police detectives. The quasi-military structures of American policing are a major obstacle to the implementation of community policing and may smother innovation and creativity (Sparrow, 1998). Wycoff and Cosgrove (2001) stated that out of 702 police departments

surveyed, only 14% reported having made major changes to their detective/investigative function in the support of community policing. Traditionally, police detectives have been centralized at the bureau level, which separates them from patrol officers and the communities they serve. What is needed is to reorganize the traditional organization of police detectives to make them more efficient. “If the police are to engage in real community policing, build genuine partnerships, and realize substantial successes, it is imperative they modify their functions” (Cooper, 2005, p. 92). Community policing requires police agencies to move away from being mechanistic and centralized to becoming a more open and decentralized structure (Kuykendall & Roberg, 1982; Roberg, 1994). To aid the implementation of community policing, the police should reduce formalization and decentralize decision making (Sparrow, 1998).

This document is a study of detective decentralization in the Las Vegas Metropolitan Police Department. The detectives, previously organized in a traditional, centralized location were decentralized to an area command location under the supervision of a patrol chain of command. This paper examines if this organizational change leads to improved communication between officers at the area command and the decentralized detectives, and whether the decentralization leads to increased efficiency of property crime investigations. Chapter 2 examines previous literature on concepts relating to the decentralization of police detectives and outlines how the investigative function can be used in the community policy context. Chapter 3 looks at the LVMPD’s organizational structure before the decentralization of property crime detectives and how the department can benefit from this organizational change. The methodology used in obtaining and analyzing data that will help examine the decentralization is discussed in Chapter 4 while

Chapter 5 will discuss the findings. The overall meaning of the research will be discussed in Chapter 6 along with the limitations of the study, recommendations for future research and policy implications. This document adds to the research literature on the decentralization of police detectives, and how decentralizing police detectives can add to the efficiency of community policing.

CHAPTER 2

REVIEW OF RELATED LITERATURE

Although there have been no academic attempts to examine the decentralization of detectives specifically, there has been previous research on similar concepts. This previous literature emphasizes the need to reorganize and restructure the detective function in order to be more efficient in the community policing context (Wycoff & Cosgrove, 2001). There has also been previous empirical research at restructuring investigative units by teaming them with patrol units at a decentralized level through a concept known as team policing. As a police strategy, team policing may not have lasted past the 1970's, but the concept remains a valid idea. Team policing is a concept that builds on key components of community policing to better serve the public, two components of which are the decentralization of police personnel and an emphasis on communication (Schwartz & Clarren, 1977). Previous research has suggested at least two benefits of decentralizing police detectives: improved communication with patrol officers and increased efficiency of investigations.

The Role of Investigators in Community Policing

Wycoff and Cosgrove (2001) examined how police organizations are structuring their investigative function in relation to the community policing context. Their research outlined structural and procedural changes that police organizations are making in order

to make the detective function more efficient in the community policing context. Their research shows that even though a majority of police departments state they have committed to the community policing concept, they are not organized in a way to support its success, especially with regards to the detective function.

Wycoff and Cosgrove sent surveys to over 702 municipal departments and sheriffs' offices.¹ This survey collected information about whether these law enforcement agencies had implemented community policing, the organization of their investigative units, and if any changes to the organization of the investigative function was completed to aid in the community policing approach. Almost all of the reporting municipal agencies (95.8%) indicated implementing some form of community policing. Of these agencies, 14.4% reported having made major changes to the organization of their detective/investigative units, while 20.1% reported that have made some initial changes to these units in order to support the community policing concept.

Structural Changes

The primary structural changes made to investigative units were the decentralization of detectives from a centralized location and the unification of command. "Decentralization- that is, devolution of authority to lower levels of police organizations- is essential in large cities because problems are local" (Kelling, 1994). The reason for this change was that it placed them in closer and more frequent contact with officers and citizens. "Specialized units composed of detectives and narcotic officers, for instance, have been incessantly criticized for their separation from the bulk of the department's

¹ In some jurisdictions, the responsibilities of the sheriff's office are limited to maintaining the jail, executing warrants, and certain court functions. The authors attempted to remove those agencies that did not have a patrol and/or investigative function from the analysis. The accuracy of this attempt was not reported.

main contingent, its patrol force, thereby hindering their common crime-fighting efforts” (Silverman, 1999, pp. 17-18).

Wycoff and Cosgrove (2001) noted that decentralization potentially enhanced communication between detectives, officers, and citizens. Being decentralized allows detectives to make contacts and build rapport with citizens that could furnish valuable information to assist in the investigative process. In order to solve the unique problems that occur in neighborhoods, decision making authority must be decentralized (Eck & Spelman, 1987; Skolnick & Bailey, 1986).

Another structural change was to unify the chain of command, which is having all units in one geographic area reporting to the same commander. This was found to be more efficient than a bifurcated chain of command, where patrol units report to the area commander and the detectives report to the centralized detective commander. This change helped to develop unified objectives for a geographic area. According to Maple (1999), the important thing about decentralization was that it unified the command of most patrol and investigative functions. Decentralization of decision making also sped up the process of moving units to solve problems instead of waiting for a centralized unit to respond and handle the problem.

Procedural Changes

Procedural changes that were seen to have an advantage were geographic assignment, generalization, team work and case prioritization.² The specific geographic assignment gave the detectives identification with the area and contributed to a sense of shared ownership among the detectives and officers. Henry (2002) agreed that departments

² Generalization is the idea of having investigators being responsible for investigating a variety of crimes from one geographical area, as opposed to specialization where detectives investigate one specific type of crime for an entire jurisdiction.

should be geographically based, adding that grouping units by their function rather than where they operated created unnecessary and often repetitive lines of supervision and communication. Proponents of generalization contend that investigators should not specialize in specific crime types due to the fact that criminals tend not to specialize. Site visits found that “detectives believe that fewer criminals are ‘slipping through the cracks’ now that detectives are focusing on area crime patterns rather than crime types” (Wycoff & Cosgrove, 2001, p. 15).

Teamwork was another concept that was observed from site visits. In some agencies examined, detectives worked in teams with officers, citizens, and other agencies in formal and informal teams. “Officers and detectives on the ‘team’ may or may not have the same supervisor (i.e., participants may report through different chains of command), but detectives know ‘their’ officer and officers know ‘their’ detective” (Wycoff & Cosgrove 2001, p. 15). This added contact with the officer and community gave the detectives the opportunity to be more proactive and community-oriented than being strictly case-driven and reactive.

Before being decentralized, detectives would have their cases assigned to them by supervisors, usually based solely on solvability factors. After decentralization, detectives had the ability to read all crime reports and base their priority on community problems and community concerns. By having access to all of the crime reports along with regular communication with officers, these detectives were able to better understand crime patterns and trends that they did not have when their supervisor screened their cases and assigned them based on solvability factors. “The detective’s goal is to become community-oriented and problem-oriented rather than case-driven” (Wycoff & Cosgrove

2001, p. 16). The approach that combines physical decentralization with area responsibility reporting through an area command seems to be a strong one. (Wycoff & Cosgrove, 2001).

Team Policing

Other research contributes to the empirical evidence that these concepts have had success in a law enforcement environment. Two of these examples in team policing are The Rochester System and the Cincinnati Team Policing Experiment. Common elements of team policing are geographic stability of patrol, decentralized personnel, maximum interaction and communication among team members and the community, and development of the police officer as a generalist (Kelling & Wycoff, 2002); (Schwartz & Clarren, 1977). “Team policing involved a radical restructuring of the police bureaucracy- the hierarchy structure was to be abandoned, decision making was to be decentralized” (Eck & Spelman 1987, p. 33). Prior research on the team policing concept shows that it had success. Both the Rochester, New York and the Cincinnati, Ohio police departments did experiments relating to the team policing concept in the 1970s. Both involved decentralizing detectives to a patrol command level and had them working closely with patrol officers in order to increase efficiency. Both showed empirical evidence that this type of organizational structure can have success in a police agency. Team policing was found to be more effective than patrol in crime reduction, clearances, fear reduction, and citizen satisfaction (Kelling & Wycoff, 2002). An audit of the Rochester Police Department clearance rates confirmed that detectives that were decentralized and organized in teams with patrol officers were substantially more

effective in clearing crimes, especially burglary, than were centralized detectives (Bloch & Bell, 1976).

The Rochester System

In early 1971, the Rochester, New York Police Department initiated an experiment that reorganized patrol officers and investigators into neighborhood teams in an effort to increase efficiency in controlling crime. These teams of officers and investigators were called Coordinated Team Patrol (CTP), which was a variant of the neighborhood team policing concept. It was noted as being a substantial departure from the traditional organization of the investigative function (Bloch & Ulberg, 1974). The goal of the experiment was to determine whether the CTP system could improve the department's investigative and apprehension operations.

Burglary and robbery crime rates were increasing, and the investigative division was viewed as filled with managerial problems. There existed a general dislike and lack of cooperation between patrol officers and detectives. This is partly due to the physical separation between the two units and to the differences in perceived status. "Investigative personnel and patrol officers had little to do with each other and tended to disregard each other" (Block & Bell 1976, p. 16). Patrol officers tended to believe that investigative units would reinvestigate all cases, ignoring the work done by patrol officers, so officers put less effort into their preliminary investigations. This antipathy undermined preliminary investigations in Rochester. A change was desired and it was decided to experiment with CTP.

This experiment was conducted by decentralizing operations for detectives in two of Rochester's three jurisdictional areas, having these detectives team with patrol officers.³ Detectives from the remaining area remained centralized. The emphasis was placed on improving arrests and clearance rates. The evaluation lasted 10 months and resulted with the conclusion that teams were considered more effective than non-teams. A comparison of clearance rates showed that teams had a 40% higher clearance rate than the non-team for the crimes of burglary and robbery. The Rochester Police Department held the belief that the higher number of team arrests was attributed to the better preliminary and follow-up investigations, which was an improvement directly linked to the CTP concept. Improved clearance rates were in fact a statistical indication of better police work (Bloch & Ulberg, 1974). There were a larger percentage of follow-up arrests made by teams than non-teams. Factors contributing to this increase were that detectives were able to use information collected by patrol officers more effectively and then use that information to identify worthwhile cases and concentrate efforts on those cases.

Both team and non-team patrol officers reported that CTP was a more effective method in dealing with crime and that CTP helped solve the morale problem that exists between patrol officers and investigative personnel. Team patrol officers reported much higher degree of cooperation with team investigators than did non-team personnel. One major finding from this experiment is that a police department can improve arrest and clearance rates by assigning detectives to work as part of police teams.

The Cincinnati Team Policing Experiment

"The most carefully conceived and examined experiment in team policing was in Cincinnati (OH)" (Kelling & Wycoff 2002, p. 10). This experiment tested whether

³ Teams consisted of 30 officers and 6 detectives and investigated crimes in their assigned area only.

changing the organizational structure by implementing team policing was practical. It represented a major departure from the traditional, quasi-military style of police organization and management. The program was carried out over a five year period, from 1971-1976. The Cincinnati Police Department utilized the team policing concept to implement Community Sector Team Policing (COMSEC), in which officers were assigned to one area for an extended period of time which would allow them the time to get to know the area, the citizens, and the problems unique to that area. "The program stressed informal interaction and increased communication among team members with special emphasis on unity of supervision, decentralization of decision making to the team level, and unified delivery of all police services (except homicide investigation)" (Schwartz & Clarren, 1977, p. 4).

After the conclusion of the Cincinnati Team Policing Experiment, a few findings were reached.⁴ The first and foremost conclusion was that the experiment was a success. COMSEC was determined to be more successful in reducing burglaries. It appeared that small businesses reported more crimes to the police as a result of COMSEC. A citizen survey showed that COMSEC had a positive impact on the community. As a result of this organizational change there was a decrease in burglaries and improved police responsiveness during the program. After the program ended, victimization returned to pre-COMSEC levels. The officers involved with the program were enthusiastic about the team policing concept and expressed dismay when the program ended.

⁴ There were initial problems that deemed COMSEC did not work. These problems included team leaders were not given supervisory decision making authority and teams were often dispatched outside their geographic area, both of which compromised the team concept. Successes were realized after these problems were remedied.

Even though both of these team policing experiments showed to be successful, they eventually ended. The Rochester Experiment, the Cincinnati Team Policing Experiment, and other team policing experiments during the 1970s ended due to several factors. The general belief was that the demise of team policing was related to the organizational structure of police departments during the 1970s.

Despite the previous results achieved in past experiments and the popularity of team policing with officers and citizens, the team policing concept did not remain in police departments very long. Departments said regretfully that it did not work as a tactic. “A close examination of team policing reveals that it was a strategy that innovators mistakenly approached as a tactic” (Kelling and Moore 1988, p. 13). Police departments may have experimented with team policing or put a few bodies towards an experiment, but traditional thinking was always business as usual. Teams in the Cincinnati Team Policing Experiment (Schwartz & Clarren, 1977) found themselves in constant conflict with central management over priorities and the confusion over standardized measures of performance. Eck and Spelman, (1987) stated that team policing failed because it was too hard to implement. Policing was not ready for the concept at the time. Sherman, Milton, and Kelly (1973, p. 107) found three major reasons why team policing failed or were not fully implemented:

1. Mid-management of the departments, seeing team policing as a threat to their power, subverted and, in some cases, actively sabotaged the plans.
2. The dispatching technology did not permit the patrols to remain in their neighborhoods, despite the stated intentions of adjusting that technology to the pilot projects.

3. The patrols never received a sufficiently clear definition of how their behavior and role should differ from that of a regular patrol; at the same time, they were considered an elite group by their peers who often resented not having been chosen for the project.

Compstat

Another concept that can inform on the efficiency of detective decentralization is CompStat, described as “perhaps the single most important organizational / administrative innovation in policing during the latter half of the 20th Century” (Kelling & Sousa 2001, p. 2). It originated as an innovation within the New York City Police Department in the mid-1990s to combat crime. CompStat is a strategic approach to policing having four principles: accurate and timely information, rapid deployment of resources and personnel, effective tactics, relentless follow up and assessment. NYPD Commissioner William Bratton implemented a plan that changed the NYPD organizational behavior and drove decision making and accountability to the precinct level, making precinct commanders primarily responsible over crime reduction within their precinct boundaries (Kelling & Sousa, 2001).

Detectives had already been decentralized under the NYPD’s organizational structure, but CompStat decentralized operations. Many police operations, such as vice, narcotics, and the execution of search warrants could only be done by centralized, specialized units. Precinct commanders had to rely on centralized units to come to their area to handle such operations. “Detective bureaus and other specialty units worked in isolation and sometimes at cross-purposes with precinct patrol commanders” (Silverman, 1999, p. 98).

Commissioner Bratton pushed for geographic decentralization and favored transferring supervision of detective and narcotics operations from headquarters to borough or precinct levels. Silverman (1999) argued that in order to create the most effective and efficient organization, a police agency must place resources, responsibility, and authority at the lowest feasible level of the organization, which applied especially to precinct commanders. “But the true effectiveness of Compstat lies in its ability to drive the development of crime reduction tactics at the precinct level. By making precinct commanders accountable, centralized Compstat allows the problem solving strategy to operate in a decentralized manner” (Kelling & Sousa, 2001, p. 11).

Commanders were empowered to assign their personnel as they saw fit to attack the priorities of the neighborhood. They could tailor their personnel to address a specific crime or need that was occurring in their geographic area. “Commanding officers began to rely primarily on precinct personnel (including patrol, detectives, and specialized precinct units) for crime control, rather than on centralized special units” (Kelling & Sousa, 2001, p. 11). “Compstat retains all the best practices of traditional policing, for example, but also incorporates insights and practices from the Community policing and Problem Solving policing styles” (Henry, 2002, p. 24). Compstat is credited with being one method that reduced crime in New York City, largely in part to the operational decentralization of detectives and specialized units.

CHAPTER 3

LVMPD ORGANIZATIONAL STRUCTURE

The Las Vegas Metropolitan Police Department (LVMPD) was created in 1973 through the merger of the Las Vegas Police Department and the Clark County Sheriffs Office (Griffin, 2005). Since its creation, the LVMPD has organized property crimes detectives in a centralized bureau. The Property Crimes section falls under the centralized organizational structuring of the Financial / Property Crimes Bureau, which is part of the Investigative Services Division and in September 2007, consisted of 24 detectives. These detectives handled all property crime investigations for a jurisdictional area that covers 7,560 miles (LVMPD 2007 Annual Report). The centralized location for property crime detectives was in the Investigative Services Division (ISD) building located at 4750 W. Oakey Blvd, Las Vegas, Nevada, 89102. These property crime detectives are responsible for investigations occurring in all corners of the Las Vegas valley spanning from the neighborhoods around Nellis Air Force Base in the Northeast part of the Las Vegas valley to the community of Mountain's Edge, located in the Southwest. Due to the large area of Las Vegas and Clark County, it is possible to have 20 miles or more separating the detectives' office and the neighborhoods from which they are assigned cases. It is common for a property crimes detective not to visit the neighborhoods in which they are assigned cases for several weeks at a time.

Not only are detectives separated from the geographical areas from which they are assigned cases, but they are also separated from the officers that patrol those neighborhoods. Property crime detectives that are centralized have minimal interaction with the public or with the officers that patrol these neighborhoods which affects communication. It is common for property crime detectives and officers not to personally know each other which prevent information from flowing easily between them. Citizens rarely get a face to face meeting with a detective or have to travel numerous miles to their centralized office. This could lead to a polarization between the police and the community. This research will address recent organizational changes made by the Las Vegas Metropolitan Police Department (LVMPD) by decentralizing property crime detectives.

Changing Organizational Structure

The existing research on concepts relating to the decentralization of police detectives suggests two benefits: improved communication with patrol and increased efficiency of investigations. With these potential benefits in mind, the current study will examine the following hypotheses: hypothesis 1: decentralizing property crime detectives leads to improved quality of communication between property crime detectives and patrol officers; hypothesis 2: decentralizing property crime detectives leads to greater efficiency of property crime investigations.

Locating property crimes detectives in the neighborhood area commands would place the detectives directly in the neighborhoods where they investigate cases which would give them the availability to interact more with patrol officers. This increased interaction

would theoretically build stronger relationships between officers and detectives and should improve the quality of the reports and preliminary investigations by giving patrol officers added knowledge of the elements involved in a property crime investigation. According to Dantzker (2005), the quality of the preliminary investigation is often the most important part in determining the outcome of an investigation. It is theorized that the increased interaction between detective and officers will presumably help patrol officers become more knowledgeable of ongoing property crime investigations which would enhance investigative efforts and assist in identifying crime patterns.

CHAPTER 4

METHODOLOGY

This research is quasi-experimental in design. Purposive sampling was used due to the decentralization already having been planned by the LVMPD as part of a department wide reorganization. The Southeast Area Command (SEAC) was chosen as the experimental group because it was the first area command chosen to be decentralized and gave the research staff the longest available time to collect data. SEAC was decentralized to the area command level on October 20, 2007. The five property crime detectives assigned to SEAC moved their office location to the SEAC, located at 3675 E. Harmon Avenue, Las Vegas, NV 89121, physically placing them in the geographical area in which they are assigned cases. SEAC serves a population of 263,535 residents and covers 53.1 square miles. Geographical boundaries include Sahara Avenue and Charleston Boulevard to the north, Maryland Parkway and Eastern Avenue to the west, the city of Henderson to the south and east. This area command has 12.54% of all area calls in the valley and has 11.54% of all officers assigned to patrol division. 16.70% of the population lives within SEAC.

Southwest Area Command (SWAC) is the comparison group, remaining centralized at the bureau level throughout the experimental process and was chosen because it was designated as the last area command to be decentralized. The four property crime detectives assigned to SWAC remained in their office located in the Investigative

Services Division (ISD) building located at 4750 W. Oakey, Las Vegas, Nevada, 89102. SWAC serves a population of 319,204 residents in an area that covers 103.5 square miles. Geographical boundaries are Charleston Boulevard to the north, Interstate 1-15 to the east, Red Rock State park to the west, and south to Southern Highlands. SWAC handles 16.58% of all calls in LVMPD's jurisdiction and has 15.84% of all officers assigned to patrol division. 20.25% of the valleys population lives within SWAC. Other area commands were periodically decentralized during this experiment as part of the department wide reorganization but did not take part in this study. The experimental condition began on November 1, 2007 and continued for 8 months, terminating on June 30, 2008 when SWAC was decentralized, ending the department wide reorganization and decentralization of property crimes detectives. A map of the LVMPD jurisdictional boundaries to include the SEAC and the SWAC are shown in Appendix I.

Survey of Patrol Officers

LVMPD administered surveys to patrol officers and patrol supervisors (N=130) assigned to the two involved area commands to evaluate if the decentralization improved interaction between property crime detectives and patrol officers.⁵ If decentralization had its intended impact, one would expect to see an increase in communication between detectives and officers in the SEAC and minimal change in the SWAC. Prior research has suggested that increased communication between detectives and patrol officers is a positive outcome that will occur as a result of decentralization (Bloch & Ulberg, 1974; Schwartz & Clarren, 1977; Wycoff & Cosgrove, 2001).

⁵ Detectives were not chosen to be part of the survey due to the small sample size (N=9).

The survey consisted of eighteen questions. A five-level Likert scale was used to measure the level of agreement or disagreement that participants had to the survey questions. This scale consisted of the choices: strongly agree, agree, disagree, strongly disagree, and don't know/ no opinion. Five of the questions were demographic, asking about a participant's current assignment, experience, rank, and if they were assigned to a squad that regularly handled calls for service. Five questions were asked to evaluate the amount of communication that currently existed between officers and detectives. Five questions inquired about detective responsiveness and their own knowledge of crime patterns, trends, and investigations. The remaining three questions assess how the participant felt about patrol versus detective functions. A copy of the survey used is included as Appendix II.

Each anonymous survey was administered by LVMPD and the data was then given to the University of Nevada, Las Vegas (UNLV) research staff. The survey was administered to both groups later in the evaluation period during March 2008, which gave officers and detectives in the experimental group five months to work together after decentralization before asking their opinions about the decentralization. Names or personal identifiers were not asked for in order to assure participants' anonymity. UNLV research staff did not have any contact with participants.

Agency Data / Area Command Level Performance Indicators

Another expected outcome of the decentralization should be a positive change in performance measures in the SEAC after being decentralized and minimal change in the comparison area. These performance indicators include data obtained from both area

command records and detective records. These data can be compared at times before and after decentralization between the SEAC and comparison area to determine whether the decentralization had the proposed impact. These data to be examined include the total number of burglaries and grand larcenies reported for each area command during the study period. These two crimes represent the typical crimes investigated by property crime detectives. According to the Nevada Revised Statute (2006) 205.060, burglary is defined as: the entering any structure with the intent to commit a larceny, assault, battery, or any felony or to obtain money or property under false pretenses. Grand Larceny is defined by N.R.S. 205.220 as: to steal, take or carry away, personal goods or property of another, with the intent to permanently deprive the owner of a value of \$250.00 or more. Both crimes are felonies.

These data were collected by the LVMPD using their law records management system. Reports taken for the crime of burglary and grand larceny were compared from both area commands along with related dispositions. Dispositions are the final outcome of an individual report or investigation upon case clearance. Only reports cleared with a disposition of A (arrest) and D (arrest and report taken) were included and compared. The total number of arrests made by patrol officers was examined by using area command level agency data to determine whether there is a positive increase in the amount of arrests conducted by SEAC patrol officers as compared to SWAC. These performance measures were monitored before and after the decentralization process in both the SEAC and comparison area. Times that were used in this study were for the time period of November 1, 2006 through January 31, 2007 and served as time period 1. Time period 2

consisted of data from the time period of November 1, 2007 through January 31, 2008. These were the only time periods made available for use in this study.

Agency Data / Detective Level Performance Indicators

In addition, data were provided to UNLV research staff on a weekly basis from the LVMPD in the form of a weekly performance report that was completed by each detective squad in the two area commands involved in the study. These weekly performance reports contain: a) the total number of new cases assigned to each detective squad, b) total cases closed by each detective squad, c) total number of cases submitted for prosecution by each detective squad, and d) the total number of arrests made by each detective squad for that weekly period. Data was aggregated into a single weekly value for each detective unit so that the detective units can be compared rather than individual detectives. The aggregated data also protected the anonymity of individual detectives.

Case clearances are defined as arrests and case submittals completed by officers and property crime detectives. For the purpose of this study, an arrest is a probable cause arrest, defined as the taking of another person into custody, in a case and in the manner authorized by law when the facts and circumstances known to the officer/detective would warrant a prudent person in believing a crime has been committed and that the accused had committed it (LVMPD Policy Manual 2008). A case submitted will be defined as a case that has been submitted to the District Attorney's Office for the approval and issuance of a warrant of arrest. A detective would complete an affidavit, which serves as a complaint to show probable cause that an offense has been committed and that the person(s) named in the complaint has committed the crime. The affidavit is a request of

the District Attorney's Office to issue a summons or a warrant of arrest for the suspect(s) named (LVMPD, FPCB manual 2007). These performance measures were monitored after the decentralization process in both the SEAC and comparison area for the entire time period of this study from November 1, 2007 through June 30, 2008.

All data utilized in this research was kept confidential and protected by the UNLV research staff. IRB approval was obtained from the UNLV Social/Behavioral Institutional Review Board on March 31st, 2009 (OPRS # 0902-3005).

CHAPTER 5

FINDINGS

Survey of Patrol Officers

The demographics of the respondents from both area commands were similar with patrol officers making up the largest portion of total respondents.⁶ The largest category of participants from each area command was Police Officer 2 (P.O. 2), defined as a patrol officer who performs full duties.⁷ The two groups did not vary significantly in terms of current rank, current assignment, or whether they were assigned to a squad that regularly handles calls for service. Experience in terms of years of employment was significantly different ($\chi^2 = 11.332, p = .023$), with SWAC officers appearing more experienced. The response rate was 64% of the total number of assigned officers in SEAC responded to the survey; 39% for SWAC. Table 1 shows survey results in the demographic characteristics of officers in both groups.

The remaining thirteen questions on the survey evaluated the officer's attitude on three concepts: 1) the amount of communication that exists between officers and detectives, 2) the officer's knowledge of crime patterns, trends, and property crime investigations and 3) the officer's feelings towards patrol versus detective functions.

⁶ There were not any respondents above the rank of Sergeant, which was by design.

⁷ Police Officer I is the entry level class and employees may only have limited or no directly related work experience. Police Officer II is the full journey level class within the Police Officer series and performs the full range of police officer duties.

Table 1

Demographics of Survey Participants, Questions 1 through 5

	SEAC	SWAC
Q1: Area Command assignment:	N = 77	N = 53
Response rate (% of area command that responded)	64%	39%
Q2: How long have you been employed with LVMPD?		
Under 1 Year	4 (5.2%)	4 (7.7%)
1 to 2 Years	25 (32.5%)	11 (21.2%)
3 to 4 Years	14 (18.2%)	2 (3.8%)
5 to 10 Years	23 (29.9%)	19 (36.5%)
Over 10 Years	11 (14.3%)	16 (30.8%)
Q3: What is your current rank?		
P.O. 1	21 (27.3%)	10 (19.6%)
P.O. 2	49 (63.6%)	35 (68.6%)
Sergeant	7 (9.1%)	6 (11.8%)
Q4: Does your squad regularly handle calls for service?		
Yes	65 (85.5%)	39 (75%)
No	11 (14.5%)	13 (25%)
Q5: What is your current assignment?		
Patrol	65 (84.4%)	39 (75%)
C.O.P.	12 (15.6%)	7 (13.5%)
P.S.U.	0	5 (9.6%)
Saturation Team	0	1 (1.9%)
Other	0	0

Table 2 lists the complete questions contained in the survey along with the percentage of respondents that agreed to the listed questions. Three of these thirteen questions on the survey resulted in statistical significance using chi-square. These were questions 6, 7, and 15. Question 6 asked if officers agreed with this statement: Patrol units are given the

Table 2

Property Crime Opinion Survey Results, Questions 6 through 18

		SEAC N = 77	SWAC N = 53	χ^2	<i>p</i>
Q6	Patrol units are given proper amount of time to conduct preliminary investigations.	66.2%	42.0%	7.251	.007*
Q7	Patrol units are encouraged to conduct follow up investigations on the reports they take.	61.3%	29.4%	12.386	.000*
Q8	You receive appropriate recognition when you are helpful in providing useful information.	60.0%	55.3%	.260	.610
Q9	Communication flows easily between property crime detectives and patrol officers.	19.7%	10.2%	1.920	.166
Q10	Detectives are readily available to answer your questions involving your prelim investigations.	56.1%	44.7%	1.423	.233
Q11	You receive timely feedback from property crime detectives on the reports that you take.	31.0%	20.8%	1.406	.236
Q12	Property crime detectives respond quickly to patrol call outs.	24.5%	19.6%	.334	.563
Q13	Property crime detectives respond to your scenes even when they are not requested.	4.8%	4.1%	.036	.849
Q14	The needs of property crime detectives are placed above the needs of patrol officers.	56.4%	72.7%	2.063	.151
Q15	Since 10/2007, the amount of communication between detectives and patrol has improved.	56.1%	27.9%	7.929	.005*
Q16	Since 10/2007, your knowledge of property crime functions has increased.	40.3%	28.9%	1.526	.217
Q17	Since 10/2007, you have seen an increase in the number of times that you call out detectives to a scene you are investigating.	16.4%	19.5%	.164	.685
Q18	Since 10/2007, you have seen an increase in the number of crime series identified.	63.9%	72.1%	.763	.382
* Statistical Significance, (<i>p</i> < .05)					

proper amount of time to conduct preliminary investigations. 66.2% of SEAC agreed or strongly agreed with this question compared to 42.0% of SWAC ($\chi^2 = 7.251$; $p = .007$). Question 7 asked if officers agreed with the statement: Patrol units are encouraged to conduct follow-up investigations on the reports that they take. 61.3% of SEAC answered that they agreed or strongly agreed with this statement compared to 29.4% of SWAC. This resulted in statistical significance ($\chi^2 = 12.386$; $p = .000$). This is important because it suggests that officers at SEAC are more likely to participate in preliminary investigations, possibly due to the decentralization. It is possible that working in an area command that includes property crime detectives places a greater emphasis on the investigation of property crimes. The third question that was statistically significant was question 15, which asked if officers agreed with the statement: Since October 2007, the amount of communication between detectives and patrol has improved. 56.1% of SEAC agreed or strongly agreed with this statement compared to 27.9% of SWAC ($\chi^2 = 7.929$; $p = .005$). This is important because prior literature has indicated that establishing good communication between detectives and officers is essential to the efficiency of a decentralized environment. Kelling and Moore (1988) stated that in order to increase the chances of solving crime and clearing cases, emphasis should be placed on information sharing between patrol officers and detectives. Dantzker (2005) stated that cooperation between police officers and detectives is a key element of the investigative function, and a key element in solving criminal offenses.

As a follow-up step in the analysis of the survey, theoretically similar survey questions were grouped into three concepts: communication, knowledge, and function. Five indexes were then created for each concept using a Likert scale with numerals being

assigned to responses for scoring purposes.⁸ These indexes were created due to the survey having questions relating to similar concept and included a communication concept index, a truncated communication concept index, a knowledge concept index, a function concept index, and a truncated function concept index. This process allowed for the use of t-test procedures to examine whether there were mean differences between SEAC and SWAC officers on each of the five indexes. The results from the five indexes are shown in table 3.

The communication concept index included survey questions 8, 9, 10, 11, and 15. Significance was not found with the communication concept index when using all of the listed questions. A truncated communication concept index related to direct communication between detectives and officers was created using questions 9 and 15. This truncated concept index was created because these two questions asked about communication that existed directly between detectives and officers. Significance was shown with the truncated communication index ($t = -2.315$; $p = .023$). This is important because this suggests that there was more direct communication between detectives and officers in the decentralized area command. Questions used for the knowledge concept index were questions 12, 13, 16, 17, and 18. This index was created due to these questions inquiring about the respondent's knowledge of property crime investigations. No significance was found with this concept index ($t = .519$; $p = .606$).

Significance was found with the function concept index ($t = -2.394$; $p = .019$). The function concept index used questions 6, 7, and 14. This concept asked whether officers were encouraged to conduct follow up investigations on the reports that they take and if

⁸ 0= strongly disagree, 1=disagree, 2=agree, 3=strongly agree, don't know/ no opinion was not assigned a value.

Table 3

Full and Truncated Concept Index Data

	<i>t</i>	<i>p</i>
Full Communication Concept Index (Questions 8, 9, 10, 11, and 15)	-1.502	.137
Truncated Communication Concept Index (Questions 9 and 15)	-2.315	.023*
Full Knowledge Concept Index (Questions 12, 13, 16, 17, 18)	.580	.564
Full Function Concept Index (Questions 6, 7, and 14)	-2.394	.019*
Truncated Function Concept Index (Questions 6 and 7)	-4.139	.000*
* Statistical Significance (p < .05)		

they received the proper amount of time to conduct these preliminary investigations. This is important as it has been acknowledged that an important part of the ability to solve a crime begins with the preliminary investigation (Dantzker, 2005). The truncated function concept index was created with only questions 6 and 7 due to these two questions being more directly related to the preliminary investigative process. Although still related to function, question 14 inquired more about an officer's subjective judgment about whether the needs of property crime detectives had been placed above the needs of officers. Significance was increased with this truncated function concept index ($t = -4.139$; $p = .000$). The overall index results suggested a positive trend which favored SEAC and the decentralization.

Agency Data / Area Command Level Performance Indicators

The performance indicators also suggested a trend indicating that the decentralization was positive. Area Command level agency data consisted of 5,871 calls for service for both area commands. Table 4 shows the total numbers of both area commands both before decentralization (Time 1) and after decentralization (Time 2). Arrests were up in SEAC as compared to SWAC after the decentralization, which was an expected result according to previous research (Bloch & Bell, 1976, Bloch & Ulberg, 1974, Schwartz & Clarren, 1977). Calls for service for property crimes actually increased in the SEAC while decreasing in the SWAC. While this is unexpected, there could be several explanations as to why the number of calls went down in SWAC, but actually increased in SEAC. As Schwartz and Clarren (1977) concluded, the enhanced relationship between the police and the community was a factor in the community reporting more crimes to the police. Considering the short duration of this experiment, it would be difficult to state this as the reason for the increased calls for service in SEAC, but it is nevertheless a factor to consider. Also, this experiment did not exist in a vacuum. Both SEAC and SWAC were actively policing their area regardless of this study and were performing routine proactive functions to reduce crime in their area such as directed patrol activities, the use of saturation teams, decoy operations, problem solving units, and other resources that were being committed to combating the crimes of burglary and grand larceny in these area commands.

SEAC increased the total number of arrests made suggesting a positive trend toward the decentralized command. This could have to do with the increased communication between patrol and detectives after decentralization, with patrol placing

Table 4

Area Command Level Data / Calls for service and arrest data for crimes of Burglary and Grand Larceny

	Pre-Decentralization Nov '06 - Jan '07 (Time 1)	Post-Decentralization Nov '07 - Jan '08 (Time 2)	% Change
SEAC			
Total Calls (3 month period)	1123	1164	+3.64%
Mean Calls per Week	85.23	88.54	
Total Arrests	73	86	+17.81
Mean Arrests per Week	5.62	6.62	
SWAC			
Total Calls (3 month period)	1910	1674	-12.36%
Mean calls per Week	145.23	127.31	
Total Arrests	71	64	-9.86%
Mean Arrests per Week	5.38	4.92	

Note: Data contained in table 4 includes calls for service for crimes of burglary and grand larceny only.

more emphasis on preliminary investigations and increasing their involvement in the investigation of property crimes. As mentioned earlier, the preliminary investigation is crucial in the ability to solve a crime and can have a decisive impact on whether the crime is solved or not (Dantzker 2005). This increase in arrests in SEAC was accomplished even though the average number of calls per week remained close to the same for the two time periods. In SWAC, the number of arrests decreased along with the average calls per week decreased as well. This drop in the number of calls for service received may be a factor of why the arrests numbers decreased in SWAC.

Agency Data / Detective Level Performance Indicators

Detective level agency data was collected from detectives assigned to both SEAC and SWAC for a thirty-four week time period following the decentralization from November 1, 2007 through June 30, 2008. During this thirty-four week period, SEAC had five detectives assigned to investigative property crimes while SWAC had four. This data, listed in table 5, was standardized due to the uneven number of detectives. This data showed there were, on average, a total number of 426.4 cases assigned, per detective to SEAC during the entire experimental period compared to 276 cases, per detective to SWAC detectives. The mean number of cases assigned in SEAC, per detective, per week was 12.57 compared to 8.77 cases per week for SWAC.⁹

The mean number of weekly arrests made per detective by SEAC detectives was .23, while that figure for SWAC detectives was .11 per week. This is twice as many arrests per week for the decentralized detectives. The weekly average of cases submitted for prosecution was also higher in SEAC (.0187) than SWAC (.0125). While a number of factors could explain the discrepancy between SEAC and SWAC, one explanation is these data suggest that as a result of the decentralization, the SEAC detectives benefited from better preliminary investigations and better reports completed by patrol officers in a decentralized environment. That was a noted outcome from the previous research mentioned earlier (Bloch & Bell, 1976); (Schwartz & Clarren, 1977), where it was determined that the improved arrest figures were the result of better preliminary and follow-up investigations.

⁹ These data reflects the total number of cases assigned to the detectives, not the total number of cases received into the unit. Supervisors have the discretion to close cases based on solvability factors, which will be discussed later in this paper. The total number of the cases closed based on solvability factor by the detective supervisor was not available.

Table 5

Detective Level Performance Indicators; Rate per Detective

	SEAC N = 5	SWAC N = 4
Mean total number of cases assigned for each detective for the 34 week experiment	426.4	276
Mean number of cases per week assigned to each detective	12.57	8.77
Mean number of arrests per week for each detective	.23	.11
Total number of cases, per week, submitted for prosecution for each detective	.0187	.0125

While these numbers are a general indicator of detective workload in both SEAC and SWAC, caution must be used in comparing these two area commands directly due to a number of possible influencing factors. These factors include that SEAC simply received more cases or benefited from the use of light duty officers.¹⁰ Other factors include detective supervisor philosophy or the level of detective experience.¹¹ In SEAC, the property crime detectives benefited from the help of light duty officers during 23 of the 34 weeks. These light duty officers helped ease the caseload by screening cases, making phone calls, and other administrative functions. This allowed the detectives to concentrate on those cases that are more likely to result in an arrest or that have active

¹⁰ A light duty officer is one who is hurt or cannot perform their patrol function for a short period of time. Light duty officers are often used in an area command environment to assist in other ways to support the area command. These extra, light duty officers are not as available in a centralized detective environment.

¹¹ Due to the anonymous nature of the data collected, controlling for detective experience was not possible.

leads to follow up on. This is a benefit to decentralization, as in the precinct model, where the entire area command is committed to the same goals and can allot manpower accordingly.

Another factor that could explain the disparity of the data listed in table 5 could be detective supervisor philosophy. Some detective supervisors close weaker cases based on solvability factors and only assign the workable cases to their detectives.¹² “To free up detective time, crimes that had no leads, short of murder or rape, were no longer investigated once a patrol officer had completed the initial investigation. Managers would direct investigative efforts so that the free time could be used effectively in the fight against crime” (Eck & Spelman, 1987, p. 35).

¹² Closing cases based on solvability factors is a common practice. Instead of overloading the detectives with cases that have little solvability factors, supervisors screen those out, only sending those cases that contain elements that can be investigated. This allows more time for detectives to work the solvable cases.

CHAPTER 6

DISCUSSION

Although only a few areas of this study resulted in statistical significance, the results are generally supportive toward decentralization. One area that appeared to show statistical significance is in the area of improved communication in the SEAC after decentralization, as compared to SWAC. The results of question 15 showed that communication had increased between detectives and patrol officers in the experimental group. This is an important finding because all other categories relating to efficiency could stem from increased communication. Effective communication is required before other benefits of decentralization can be realized, and this experiment suggested that communication did increase. Eck (1982) stated that research conducted in the 1970s suggested that information was one significant factor that could help police deal with crime. Eck further stated that if patrol officers could pass along important information about crime and criminals that they obtain from citizens along to detectives, then the police could significantly increase their effect on crime. It is important to note, that from the literature review, increased communication was one major factor listed as contributing directly to the past successes of team policing experiments. It is possible that this experiment may not have been long enough in duration for other efficiency categories to develop. If there was a longer follow-up period, other benefits such as increased quality of reports taken by patrol, better preliminary investigations being

conducted, and increased identification of crime trends and patterns could possibly have developed.

The overall survey results suggest that the SEAC officers were seemingly influenced in several areas by the working environment that includes detectives. Another important finding of this research is that both patrol officers and detectives in the experimental group had an increased performance measures after the decentralization.

The purpose of this study was to examine whether decentralizing property crime detectives will lead to improved quality of communication between property crime detectives and patrol officers (hypothesis 1) and whether decentralizing property crime detectives will lead to greater efficiency of property crime investigations (hypothesis 2). The results show some qualified support for these hypotheses.

It must be stated that there are many other factors that could have contributed to these findings, such as the efforts of these area commands to combat crime in their areas. There were many crime suppression projects that occurred at each area command independent of this study and the results could have been the outcome of the hard work of the officers and detectives at each area command. It is also possible that these results could have occurred without the decentralization having taken place. It does appear though, that the decentralization had a positive impact on increasing communication between officers and detectives, and that is important to note.

Along with the benefits to a unified chain of command, there are also some disadvantages in that investigators, working under patrol supervision, may feel left out on their own without a supervisor that has investigative experience. The goals and duties of

a detective may be skewed by a patrol commander that does not truly understand the investigative function and places patrol functions as the main objectives.

It must be noted that this experiment was conducted with a much different detective to officer ratio than other experiments examining detective reorganization.¹³ What could also assist in increasing efficiency would be to implement the generalist role for detectives in a decentralized environment, as in the precinct model, which the LVMPD currently does not do. Also, more units such as vice, narcotics, and auto theft could be decentralized to the local level.

Limitations

Because this was a quasi-experiment, the subjects in this experiment, the area commands, were not randomly assigned. It was a purposive sample that was controlled completely by the LVMPD. Therefore, the officers and detectives assigned to both SEAC and SWAC were not a random part of this experiment. They were already in place at the start of the experiment. Additionally, the experience level of the detectives was not known. The number of detectives assigned to each command was uneven with SEAC having five detectives while SWAC was staffed with four. Finally, it would have been desirable to control for an officer's shift on the survey, due to the fact that many officers working the graveyard shift may not see detectives on a routine basis, whether they are at a decentralized command or not. This too may have influenced the survey results. The transiency rate of officers at each area command is not known. The survey was administered five months after decentralization, so it believed that the transiency rate

¹³ The Rochester Experiment, for example, was stated to have a detective to officer ratio of 6:30. This ratio in the LVMPD area commands was approximately 5:120 in SEAC and 4:130 in SWAC.

would have been low. Due to these potential issues of selection bias, one should be cautious in generalizing these findings.

Recommendations for Future Research

Given the small sample size and the short duration of the actual experiment, this research is viewed as an exploratory study. These results need to be replicated with a much larger sample and for a longer duration. Future research could include other area commands in the study and the duration could be much longer than what was allowed for this study. To assist the arrest and submittal numbers, cases accepted for prosecution by the District Attorneys' office could be included.¹⁴ This would give an idea of the strength of the arrests made. Detectives did not participate in the survey due to the low sample size. A focus group could be held with participating detectives to augment the survey results. It would also be suggested to include a citizen satisfaction survey to see if the improved communication may have extended to the community.

Conclusion

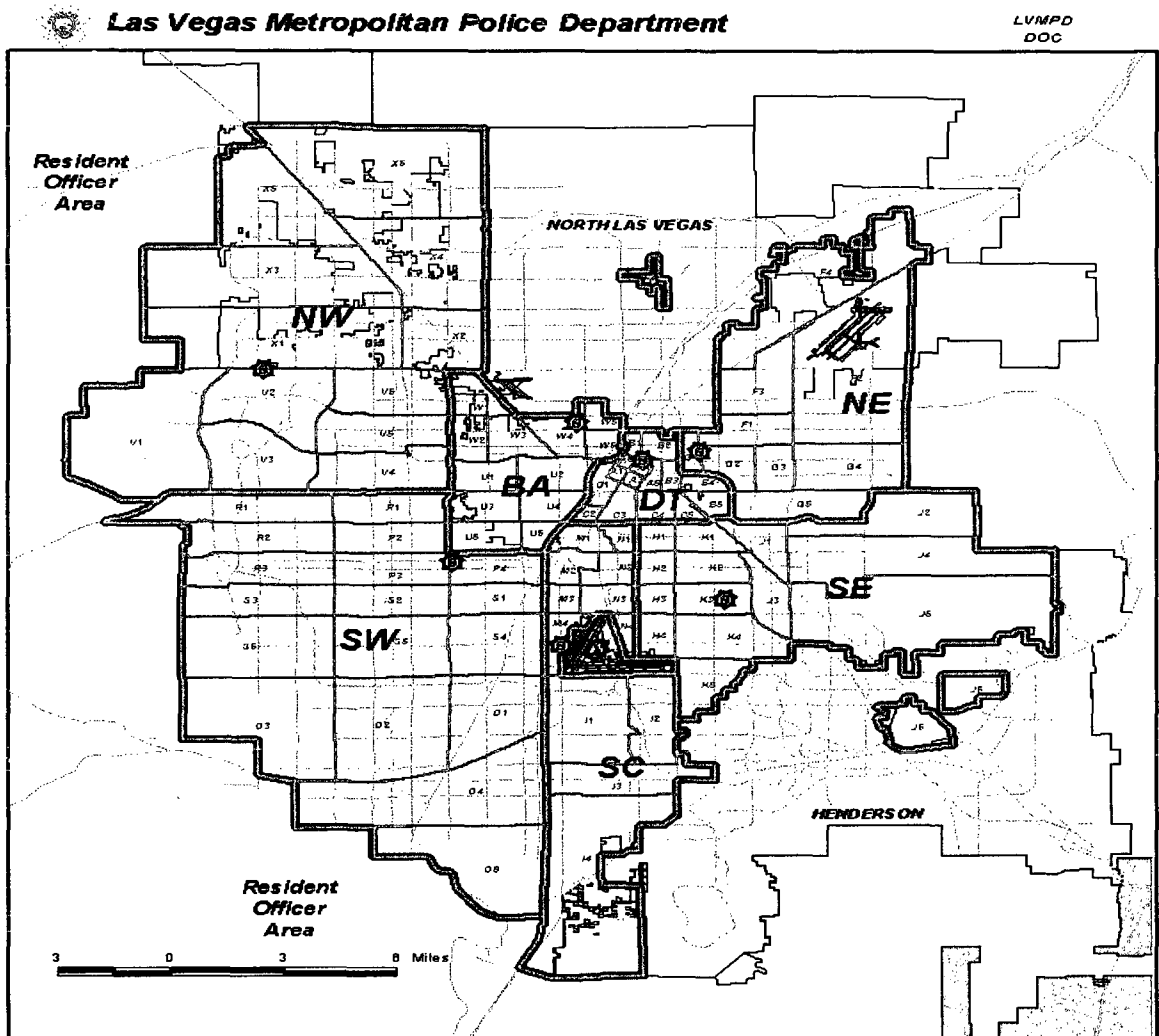
Existing research has suggested that a police department organizational structure can affect the efficiency of the functions they perform, particularly in the context of community policing. This research has shown one possible way to help increase the efficiency of the investigative function in the community policing context by decentralizing police detectives.

¹⁴ One problem that was uncovered during the Rochester, New York experiment (Bloch and Bell 1976) was that although the total number of on-scene arrests favored the teams, they had less success than non-team personnel in obtaining successful prosecution of those on scene arrests. A factor for this drop in quality of arrest was possible attributed to the fact that participants knew they were part of a study and improving arrest productivity was emphasized. In this current study, participants were unaware of their participation.

Although the length of this experiment was brief, it exposed a trend that good communication can be a key principle that can lead to efficiencies in other areas, enhancing the productivity of a police department. The existing literature suggests that team policing is a valid idea that can have a constructive impact on a police agency. American policing was not ready for the team policing concept in the past. “We are arguing that policing is in a period of transition from a reform strategy to what we call a community strategy” (Kelling & Moore, 1988, p. 14). It is possible that now is the time to take advantage of the ideas of team policing and organize police departments to enhance and enable the philosophy of community policing to be successful. This study may further the understanding of how to utilize detectives more efficiently in a community policing context.

APPENDIX I

LVMPD JURISDICTIONAL MAP



LVMPD Area Commands and Sector/Beats

Map shows Area Command and Sector/Beats Effective July 1, 2005

Crime Analysis Maps are produced solely to meet the needs of the Las Vegas Metropolitan Police Department. Please contact DOC at 828-2915 or 828-2929 regarding this or other products.

June 2005

APPENDIX II

PROPERTY CRIME OPINION SURVEY



Las Vegas Metropolitan Police Department Property Crime Opinion Survey

This survey is designed to assess patrol officers' opinions of the property crime function. All responses are voluntary and your answers are anonymous.

SECTION 1: First, please answer a few questions about your assignment.

Q1: Area Command assignment:
 BAC NWAC SEAC
 DTAC SCAC SWAC
 NEAC

Q2: How long have you been employed with LVMPD?
 under 1 year 5 to 10 yrs
 1 to 2 yrs over 10 yrs
 3 to 4 yrs

Q3: What is your current rank?
 PO I PO II SGT.

Q4: Does your squad regularly answer calls for service?
 YES NO

Q5: What is your current assignment?
 Patrol Saturation Team
 PSU Other
 COP

SECTION 2: Please indicate the extent to which you agree with the following statements about your experiences.

Q6: Patrol units are given the proper amount of time to conduct thorough preliminary investigations.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

Q7: Patrol units are encouraged to conduct follow up investigations on the reports that they take.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

Q8: You receive appropriate recognition (from peers, supervisors, and detectives) when you are helpful in providing useful information.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

SECTION 3: In this section, consider your *current* experiences with property crime detectives.

Q9: Communication flows easily between property crime detectives and patrol officers.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

Q10: Property crime detectives are readily available to answer questions involving your preliminary investigations.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

Q11: You receive timely feedback from property crime detectives on the reports that you take.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

Q12: Property crime detectives respond quickly to patrol call outs.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

Q13: Property crime detectives respond to your scenes even when they are not requested.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

Q14: The needs of property crime detectives are placed above the needs of patrol officers.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know / No Opinion

SECTION 4: In October 2007, Metro began restructuring the property crimes bureau. Please indicate whether you *personally* have seen any changes in the following since October 2007.

Q15: Since October 2007, the amount of communication between detectives and patrol has improved.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know

Q16: Since October 2007, your knowledge of property crime investigation functions has increased.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know

Q17: Since October 2007, you have seen an increase in the number of times that you call out detectives to a scene you are investigating.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know

Q18: Since October 2007, you have seen an increase in the number of crime series identified in the sectors that you work.
 STRONGLY AGREE
 AGREE
 DISAGREE
 STRONGLY DISAGREE
 Don't Know

THANK YOU FOR YOUR PARTICIPATION.

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