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Philadelphia - Police
Department -

FINAL REPORT
NORTHWESTERN PHILADELPHIA
STRIKE FORCE -
ACT III B -
PHILADELPHIA POLICE DEPARTMENT
73-DF-03-0010

(Anti-Strike Team)



POLICE & SECURITY MANAGEMENT CONSULTANTS

A Division of CAREERCO, Inc.

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January 9, 1975

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Evaluation Management Unit
214 Stephen Girard Building
21 South 12th Street
Philadelphia, Pennsylvania

Dear Dr. Reichstein:

Submitted herewith is the Final Report of Police and Security Management Consultants evaluation regarding Philadelphia's ACT III Strike Force. This Final Report contains the results of our study of Part I crimes, particularly robbery and burglary, and the results of a survey with the men involved in ACT's I, II and III.

After you have reviewed this report, I would be pleased to discuss it with you.

Respectfully submitted,

Michael V. Reagen, Ph.D.
President

MVR:mm

Enclosure

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RE: NORTHWESTERN PHILADELPHIA
STRIKE FORCE (ACT III)

CONTRACT NO.: 73-DF-03-0010
PSM-74C-2-S-101

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EXECUTIVE SUMMARY

The Philadelphia Police Department (PPD) was granted three million dollars by the Law Enforcement Assistance Administration (LEAA) for the purpose of creating three (3) Anti-Crime Teams (ACT I, ACT II and ACT III) to: (1) reduce stranger to stranger crimes, particularly Robbery and Burglary in the target areas, (2) increase the clearance rates of these crimes; and (3) provide a number of supplemental benefits primarily reducing criminality and improving community relations. In February, 1974, the Governor's Justice Commission (GJC) of Pennsylvania contracted with Police and Security Management Consultants (PSMC) of Syracuse, New York to evaluate the projects.

PSMC's efforts consisted of two areas of activity: first, a system's analysis of the PPD's crime statistics generated by the ACTS and Districts where the ACTS are deployed. This analysis and recommendations were the subject of a report submitted in July of 1974. Second, to collect and analyze data regarding the Organization and Operation of the ACTS and their efforts to perform functions described in the Grant Application.

This final report consists of criminal statistics for the ACT areas provided by the PPD and taken at face value.

These statistics include the numbers of robberies and burglaries reported to the PPD for a five year period, and show the percent of increase or decrease of reported target crimes since the ACTS have been implemented. The main thrust of this final report however is the attempt by PSMC to gather information from ACT personnel regarding the organization, operation, training and compliance with stated grant objectives by the ACTS. To accomplish this, PSMC designed a structural questionnaire that was administered to 95 percent of all PPD personnel involved in these programs.

The results of the survey indicated the personnel believed they were reducing target crimes even though PPD statistics do not support this. The motivation and enthusiasm of ACT personnel is high and their goals and objectives are clear in their own minds. They believe their mission is to detect and apprehend felons of robberies and burglaries.

All ACTS seem to be organized well to accomplish stated objectives with the exception of ACT I which has vehicle and uniform restrictions that are cumbersome. Principles of organization and management are followed very well, and operationally the Units function and are supervised smoothly.

The ACTS didn't comply with many of the Grant requirements, particularly in the areas of target hardening and

crime prevention techniques and tactics. This non-compliance was a conscious omission by PPD commanders in lieu of concentrating on patrol with an apprehensive priority.

PSMC recommends the continuance of ACTS I, II and III but strongly suggests the PPD redefine the project goals and objectives, amend the vehicle and uniform restrictions for ACT I, provide more and better criminal information to the ACT Units, and establish more meaningful measures of effectiveness to test and monitor the projects.

I. INTRODUCTION

The Philadelphia Police Department (PPD) submitted three (3) separate proposals for Federal funding through the United States Department of Justice Law Enforcement Assistance Administration (LEAA) for the purpose of creating three (3) Anti-Crime Team Strike Forces (ACT I, ACT II, and ACT III). The Grant Applications were approved and the City of Philadelphia Police Department (PPD) received the requested funds.

Submitted herewith is the Final Report of Police and Security Management Consultants (PSMC) evaluation of these three Anti-Crime Team Strike Forces. A report was previously submitted by PSMC dealing only with ACT's I and II.

This Report will address four (4) areas of concern.

1. It will outline what the Grant Applicant (PPD) stated he would do if the funds were granted; what goals he felt were attainable; within what time frames he proposed to achieve these goals; and the methods he would apply in attaining the stated goals.
2. It will describe the methodology used by Police and Security Management Consultants (PSMC) in determining whether or not the Grant Applicant (PPD)

performed the functions he agreed to perform under the grant, and whether or not the desired goals were achieved.

3. The Report will state the evaluation's findings as they relate to compliance and achievement.
4. The Report will draw some conclusions and propose certain recommendations based on these findings and conclusions.

II. PROBLEM

The everpresent crime problem is of paramount concern to the residents of Philadelphia. Whereas, Philadelphia has the lowest crime rate of any major city in the United States, the damaging effects of crime are none-the-less felt throughout the City.

In response to the disturbing crime statistics for Philadelphia, the authorities are continually researching the causes of crime and pinpointing areas where crime continues to rise unabated. Such areas have been chosen as the target locations for ACT's I, II and III.

The sections of the City that have been chosen for ACT Unit deployment are as follows:

| <u>ACT</u> | <u>AREA</u> | <u>POLICE DISTRICTS</u> |
|------------|---|-------------------------|
| I | West Philadelphia | 12, 16, 18, 19 |
| II | Northwest & North Central Philadelphia | 22, 23 and 39 |
| III | Northwest Philadelphia | 14 and 35 |

These locations have been chosen for a variety of reasons ranging from crime statistics to neighborhood makeup and location to the socio-economic stability, or instability of the areas.

The main focus of attention of ACT's I, II and III, is Part I, or stranger to stranger crimes, particularly robbery and burglary. The incidence rate of these types of crime are extremely high in the ACT target areas as compared to the City of Philadelphia as a whole.

Part I crimes for the City of Philadelphia as a whole are shown in TABLE I.

TABLE I
REPORTED PART I CRIMES 1970, 1971

The following crimes were reported during 1970 and 1971

| | YEAR | YEAR | NUMERIC | % INCREASE |
|--------------------|--------|--------|---------|------------|
| HOMICIDE | 352 | 435 | + 83 | 23.3 |
| RAPE | 452 | 546 | + 94 | 20.7 |
| ROBBERY | 6,377 | 9,243 | + 2866 | 44.9 |
| AGGRAVATED ASSAULT | 3,947 | 4,970 | + 1023 | 25.9 |
| BURGLARY | 15,163 | 20,914 | + 5751 | 37.9 |
| LARCENY | 5,263 | 7,387 | + 2124 | 40.3 |
| AUTO THEFT | 14,180 | 17,845 | + 3665 | 25.8 |
| TOTAL | 45,734 | 61,340 | + 15606 | 34.1 |

West Philadelphia, the ACT I target area, has the highest crime rate of any section of Philadelphia.

While West Philadelphia accounts for 19 percent of the total City population, the area contributes 23.9 percent of the cities crime. Burglaries and robberies in West Philadelphia have increased 42 percent and 51 percent respectively between 1971 and 1972, accounting for 21 percent of the cities burglaries and 26 percent of the cities robberies.

TABLE I shows a breakdown of reported Part I crimes in West Philadelphia in 1970 and 1971.

The ACT II target area is North West and North Central Philadelphia, Police District's 22, 23 and 39. This area has much the same makeup as the ACT I target area. The problems in this district parallel those of West Philadelphia, centering on the crimes of robbery and burglary. The incidence of Part I crimes in North West and North Central Philadelphia have been increasing steadily in recent years despite a decrease in population. This is of particular concern because it is a detriment to the stability and the populace of the area.

In the four year period between 1967 and 1971, major crime in the North West and North Central Philadelphia area has increased 47.1 percent with burglary and robbery constituting 43 percent and 30 percent respectively, of major crime. During that same four year period, robbery in the ACT II area has increased 172.9 percent. Burglaries have also increased, though only slightly.

TABLE II
 NC/NW PHILADELPHIA (3 DIST.)
 COMPARED TO PHILA. CITYWIDE (22 DIST.) 1971

| | <u>Phila. Total</u> | <u>22nd</u> | | <u>23rd</u> | | <u>39th</u> | |
|--|---------------------|-------------|------------|-------------|------------|-------------|------------|
| | | <u>Rank</u> | <u>No.</u> | <u>Rank</u> | <u>No.</u> | <u>Rank</u> | <u>No.</u> |
| Population | 1,948,609 | <u>10</u> | 92,474 | <u>17</u> | 52,758 | <u>12</u> | 76,841 |
| Population Density (per sq. mile) | 15,023 | <u>3</u> | 42,226 | <u>2</u> | 46,279 | <u>13</u> | 16,211 |
| Total Reported Part I Crimes | 61,340 | <u>8</u> | 3,590 | <u>12</u> | 2,647 | <u>3</u> | 4,115 |
| Part I Crimes/ 10,000 Population | 314.7 | <u>7</u> | 388.2 | <u>5</u> | 501.3 | <u>3</u> | 535.5 |
| Arrests, Part I Crimes by District of Residence | 24,680 | <u>1</u> | 2,021 | <u>4</u> | 1,170 | <u>8</u> | 1,143 |
| Arrests, Part I Crimes by District of Occurrence | 24,680 | <u>2</u> | 1,889 | <u>7</u> | 1,465 | <u>5</u> | 1,589 |
| Total Reported Robbery | 9,243 | <u>1</u> | 996 | <u>3</u> | 764 | <u>5</u> | 680 |
| Reported Robbery/ 10,000 Population | 47.4 | <u>3</u> | 107.7 | <u>2</u> | 144.8 | <u>6</u> | 88.5 |
| Total Reported Burglary | 20,914 | <u>13</u> | 793 | <u>15</u> | 596 | <u>1</u> | 1,722 |
| Reported Burglary/ 10,000 Population | 107.3 | <u>14</u> | 85.7 | <u>9</u> | 112.8 | <u>2</u> | 224.1 |

Of particular interest to the ACT II Units is the transfer of burglary incidents that has taken place in these three Districts. This transfer has caused the crime rate to increase markedly in the 39th District.

TRANSFER OF BURGLARY INCIDENTS

| <u>Districts</u> | <u>1967</u> | <u>1971</u> |
|------------------|-------------|--------------|
| 22 | 1,467 | 793 |
| 23 | 699 | 596 |
| <u>39</u> | <u>928</u> | <u>1,722</u> |
| Total | 3,094 | 3,111 |

More information concerning the ACT I and II target areas can be obtained by examining the Final Report for ACT's I and II submitted by Police and Security Management Consultants, Inc.

ACT III, which is the focal point of this report, concentrates on the area of North West Philadelphia. This includes PPD Districts 14 and 35; specifically, the Germantown, Mt. Airy, Ivy Hill, Ogontz, West Oak Lane, and West Logan sections.

As in the case of ACT's I and II, a variety of factors were considered in determining the area of the city in which the ACT III Unit would be deployed. It was important that the area selected for this Unit contain certain characteristics. It must be a high crime area, it must not already be involved in some other crime prevention program, it must be a highly populated area with some

signs of receding neighborhood stability, and it should have some concentration of business districts. In light of these criteria, PPD Districts 14 and 35 were selected. These Districts are two of the most highly concentrated crime areas in the City. Districts 14 and 35 rank second and third respectively among the 22 PPD Districts in the City.

In 1971, District 14 ranked fifth among all PPD Districts for reported major crimes. In 1972, the 14th District jumped to second in rank. While the 35th District ranking changed from number two to number three between 1971 and 1972, the District still accounted for 7.1 percent of the major crimes reported in Philadelphia. These comparisons are presented in TABLE III.

TABLE III

Major Crime in 14th and 35th Districts

| | <u>1971</u> | <u>1972</u> |
|--------------|---------------|---------------|
| <u>Total</u> | <u>61,340</u> | <u>58,584</u> |
| 14th | 3,968 | 4,270 |
| Rank | #5 | #2 |
| % of City | 6.5% | 7.3% |
| 35th | 4,390 | 4,179 |
| Rank | #2 | #3 |
| % of City | 7.1% | 7.1% |

Further information concerning how Districts 14 and 35 compare city wide are illustrated in TABLES IV and V.

TABLE IV

Robbery in 14th and 35th Districts

| | <u>1971</u> | <u>1972</u> | <u>% of Change 71-72</u> |
|------------------|-------------|-------------|--------------------------|
| 14th | 462 | 479 | +3.67% |
| Rank (of 22) | #12 | #13 | - |
| % of City | 5.0% | 4.9% | - |
| 35th | 566 | 549 | -3.00% |
| Rank (of 22) | #7 | #7 | - |
| % of City | 6.1% | 5.6% | - |
| City Wide Totals | 9,243 | 9,710 | +5.05% |

TABLE V

Burglary in 14th and 35th Districts

| | <u>1971</u> | <u>1972</u> | <u>% Change 71-72</u> |
|------------------|-------------|-------------|-----------------------|
| 14th | 1,678 | 2,111 | +25.8% |
| Rank (of 22) | #2 | #1 | - |
| % of City | 8.0% | 9.9% | - |
| 35th | 1,660 | 1,710 | +3.01% |
| Rank (of 22) | #3 | #3 | - |
| % of City | 7.9% | 8.1% | - |
| City Wide Totals | 20,914 | 21,182 | +1.28% |

Both the 14th and 35th Districts are broken down into sections. The 14th District consists of Germantown, Mr. Airy, Ivy Hill and Chestnut Hill. The Chestnut Hill section was eliminated from ACT III coverage because of its low crime percentage for such a geographically large area (approximately one-half of the land mass of the District).

TABLE VI shows a breakdown of major crimes in these sections of the 14th District in 1971 and 1972.

TABLE VI
14th District Major Crime by Section 71-72

| Section (Police) (Sectors) | <u>1971</u> | | <u>1972</u> | | <u>71-72</u> |
|-------------------------------|--------------------|-------------------|--------------------|-------------------|------------------|
| | <u>Rptd. Crime</u> | <u>% of Dist.</u> | <u>Rept. Crime</u> | <u>% of Dist.</u> | <u>% of Chg.</u> |
| Germantown (17) | 2,626 | 66.2% | 2,898 | 67.9% | +10.3% |
| Mt. Airy (5) | 877 | 22.1% | 934 | 21.9% | + 6.5% |
| Ivy Hill (2) | 220 | 5.5% | 223 | 5.2% | + 1.3% |
| Chestnut Hill (4) | <u>245</u> | <u>6.2%</u> | <u>215</u> | <u>5.0%</u> | <u>-12.2%</u> |
| District Totals | 3,968 | 100% | 4,270 | 100% | + 7.6% |

The breakdown of robberies and burglaries for these sections in 1971 and 1972 are shown in TABLES VII and VIII.

TABLE VII

14th District Robbery by Section 71-72

| <u>Section (Police)</u> <u>(Sectors)</u> | <u>1971</u> | | <u>1972</u> | | <u>71-72</u> |
|---|------------------|-------------------|------------------|-------------------|------------------|
| | <u>Robberies</u> | <u>% of Dist.</u> | <u>Robberies</u> | <u>% of Dist.</u> | <u>% of Chg.</u> |
| Germantown (17) | 353 | 76.4% | 365 | 76.2% | +3.4% |
| Mt. Airy (5) | 77 | 16.6% | 79 | 16.5% | +2.6% |
| Ivy Hill (2) | 18 | 3.9% | 28 | 5.8% | +55.5% |
| Chestnut Hill (4) | <u>14</u> | <u>3.1%</u> | <u>7</u> | <u>1.5%</u> | <u>-50%</u> |
| Direct Totals | 462 | 100% | 479 | 100% | +3.8% |

TABLE VIII

14th District Burglary by Section 71-72

| <u>Section (Police)</u> <u>(Sectors)</u> | <u>1971</u> | | <u>1972</u> | | <u>71-72</u> |
|---|-------------------|-------------------|-------------------|-------------------|------------------|
| | <u>Burglaries</u> | <u>% of Dist.</u> | <u>Burglaries</u> | <u>% of Dist.</u> | <u>% of Chg.</u> |
| Germantown (17) | 1,080 | 64.4% | 1,409 | 66.8% | +30.5% |
| Mt. Airy (5) | 419 | 25.0% | 520 | 24.6% | +24.1% |
| Ivy Hill (2) | 92 | 5.5% | 110 | 5.2% | +19.6% |
| Chestnut Hill (4) | <u>87</u> | <u>5.1%</u> | <u>72</u> | <u>3.4%</u> | <u>-17.2%</u> |
| District Totals | 1,678 | 100% | 2,111 | 100% | +25.8% |

The sections of the 35th District to be covered by the ACT III Unit are West Oak Lane, Ogontz and West Logan. A breakdown of the crime statistics for these sections are illustrated in TABLES IX, X and XI. The East Logan, Olney and Oak Lane sections are included in these tables, but have been omitted from the ACT III target area.

TABLE IX
35th District Major Crime by Section (71-72)

| <u>Section (Police)</u> <u>(Sectors)</u> | <u>1971</u> | | <u>1972</u> | | <u>71-72</u> |
|---|--------------------|-------------------|--------------------|-------------------|---------------|
| | <u>Rept. Crime</u> | <u>% of Dist.</u> | <u>Rept. Crime</u> | <u>% of Dist.</u> | <u>% Chg.</u> |
| West Oak Lane (6) | 1,677 | 38.3% | 1,550 | 37.1% | -7.5% |
| Ogontz (3) | 835 | 19.1% | 713 | 17.1% | -14.6% |
| West Logan (2) | 565 | 12.9% | 589 | 14.1% | +4.2% |
| East Logan (2) | 418 | 9.5% | 395 | 9.5% | -5.5% |
| Olney | 619 | 14.1% | 596 | 14.2% | -3.7% |
| Oak Lane (2) | <u>277</u> | <u>6.1%</u> | <u>336</u> | <u>8.0%</u> | <u>-21.2%</u> |
| District Totals | 4,390 | 100% | 4,179 | 100% | -4.8% |

TABLE X

35th District Robbery by Section 71-72

| <u>Section (Police)</u> <u>(Sectors)</u> | <u>1971</u> | | <u>1972</u> | | <u>71-72</u> |
|---|------------------|-------------------|------------------|-------------------|------------------|
| | <u>Robberies</u> | <u>% of Dist.</u> | <u>Robberies</u> | <u>% of Dist.</u> | <u>% of Chg.</u> |
| West Oak Lane (6) | 220 | 38.9% | 255 | 46.4% | +15.9% |
| Ogontz (3) | 123 | 21.7% | 93 | 16.9% | -24.4% |
| West Logan (2) | 94 | 16.6% | 80 | 14.6% | -14.9% |
| East Logan (2) | 30 | 5.3% | 30 | 5.5% | N.C. |
| Olney (3) | 69 | 12.2% | 58 | 10.6% | -15.9% |
| Oak Lane (2) | <u>30</u> | <u>5.3%</u> | <u>33</u> | <u>6.0%</u> | <u>+10%</u> |
| District Totals | 566 | 100% | 549 | 100% | - 3.0% |

TABLE XI

35th District Burglary by Section 71-72

| <u>Section (Police)</u> <u>(Sectors)</u> | <u>Burglaries</u> | | <u>Burglaries</u> | | <u>% of Chg.</u> |
|---|-------------------|-------------------|-------------------|-------------------|------------------|
| | <u>% of Dist.</u> | <u>% of Dist.</u> | <u>% of Dist.</u> | <u>% of Dist.</u> | |
| West Oak Lane (6) | 628 | 37.9% | 625 | 36.5% | - .5% |
| Ogontz (3) | 330 | 19.9% | 283 | 16.6% | -14.2% |
| West Logan (2) | 215 | 12.8% | 250 | 14.7% | +16.3% |
| East Logan (2) | 151 | 9.2% | 129 | 7.5% | -14.5% |
| Olney (3) | 228 | 13.7% | 273 | 15.9% | +19.7% |
| Oak Lane (2) | <u>108</u> | <u>6.5%</u> | <u>151</u> | <u>8.8%</u> | <u>+39.8%</u> |
| District Totals | 1,660 | 100% | 1,710 | 100% | + 3.0% |

III. GOALS

The basic goal of ACT's I, II and III is to reduce stranger to stranger crimes, particularly robbery and burglary in the target areas. Along with a decrease in Part I crimes, the ACT Units will increase the clearance rate of these crimes. Each ACT varies slightly as far as method of operation and specific supplemental benefits provided, but the basic goals remain the same.

The Grant Application for ACT I stated in essence, that the funds would be used to establish and maintain a Crime Reduction Program in West Philadelphia.

As stated, the goals would be to bring about a noticeable halt in the increase of these two crimes during the first year of the Unit's operation. If refunded, a decline of 5 percent in the number of robberies and burglaries could be anticipated by the end of the second year, and a total decline in these two crimes of 20 percent by the end of the fifth year.

It was felt that the program would provide a number of supplemental benefits.

- The program would have an impact on all types of crime in the target area.
- The program would result in a decrease in gang activity related to robbery, burglary and homicide.

- The program would have an impact on drug related activity.
- The program would help to increase school attendance.
- The program would improve police-community relations.

The methods that would be used in attaining these goals would be:

1. A prescribed number of law enforcement officers would be assigned to the program. Patrol cars and/or standard sedans would be assigned to this unit. Officers in the unit would be adept at handling gang control, narcotics, truancy, and tactical efforts to reduce the number of robberies and burglaries occurring in their geographic area of responsibility.
2. The program would be structured to give the supervisors the capability to deploy their manpower at any time of day or night, in plain clothes or uniform, and in varying strengths to meet their responsibilities. Using computer generated data provided by the Philadelphia Police Department's Computer Unit, personnel assigned to this Anti-Crime Team Strike Force would have their duty assignments scheduled to meet the needs identified by changing crime patterns within their area.

3. Through frequent meetings with members of the PPD outside the ACT Unit; through the use of all other intelligence gathering mechanisms; and through the implementation of special crime fighting techniques applicable to a high crime environment, supervisory personnel assigned to this Anti-Crime Strike Force would attempt to insure maximum, efficient use of manpower and the avoidance of duplication of effort.
4. Efforts would be made to monitor gang activity within the area, especially gang activity related to the crimes of robbery and burglary. To accomplish this a liaison would be developed between ACT I members and members of the Department's Gang Unit and between area youth workers already in West Philadelphia.
5. Members of the ACT Unit would focus some effort towards large volume, hard drug pushers, and would attempt to follow the activities of drug addicts previously arrested and convicted for the crimes of robbery and burglary.

6. An effort would be made to combat school truancy by taking truants into custody and returning them to their parents, and patrolling areas known to be hangouts for junior and senior high school age youth.

Personnel assigned to ACT I would devote a portion of their time to addressing community group meetings and giving advice on how they might best protect their businesses and homes against the crimes of robbery and burglary. They would also advise victims of these target crimes on how they might have avoided becoming a victim. Finally, they would give advice regarding the availability of Federal Crime Insurance.

The Grant Application for ACT II stated in essence, that the funds would be used to create a highly mobile, extremely flexible police unit in North West/North Central Philadelphia, whose principal effort would be to demonstrate that the specific crimes of robbery and burglary could be reduced, and that their efforts would also cause an impact on other serious crime. They further proposed that these efforts would increase citizen security and would reduce the incidence of drug traffic within the geographic boundaries of their assigned area.

The goals stated in this Grant Application are as follows:

- A. The main objective of the program is to cause a halt in the increase of robbery and burglary during its first year of operation. If refunded for a second year, the Unit anticipates a 5 percent reduction in these target crimes.

- B. In addition to the reduction of robbery and burglary, this Strike Force hopes to:
 1. Have an impact on all types of crimes in the area.
 2. Have an impact on drug activity.
 3. Cause an improvement in police-community relations.

The anticipated results cited in the ACT II re-application step up the crime reduction figures mentioned in the original ACT II Grant Proposal. These results include a predicted 40 percent reduction in the incidence of robbery and burglary and a 25 percent reduction in the number of Part I crimes in the first 18 months of operation in North West/North Central Philadelphia.

In the attempt to achieve these stated goals, the Grant Applicant (PPD) stated he would create a highly mobile, extremely flexible and responsive Unit composed of a prescribed number of law enforcement officers. Proceeding on the theory that a high

visibility factor (Uniform Patrol) tends to give a feeling of security to law abiding citizens, but may benefit the lawless because they can locate and identify police presence, this Unit would function either in uniform or plainclothes in unmarked vehicles. Using this method of patrol they hoped to create a feeling of "omni-presence" among the criminal element within their area.

This Unit would not be required to answer routine citizen calls for police service but would be primarily responsible for preventative patrol, investigation of known or suspected offenders, and the surveillance of locations felt to be likely targets for the crimes of robbery and burglary.

An effort would be made to drastically reduce the time normally spent by policemen away from street patrol due to the necessity for the preparation of reports, post-arrest investigations and processing. These functions would be carried out by other police units already assigned to the area.

The same principles for use of computer generated statistical and performance data; meetings and other techniques for promoting a flow of intelligence between Unit members and other members of the Philadelphia Police Department; and training sessions that were outlined for use in ACT I, would be utilized by ACT II.

ACT II Team Supervisors would be available to address community group meetings and to advise them on how they might best prevent the occurrences of robbery and burglary at their places of business and their homes. Team members would be instructed to advise victims of these person to person crimes on how they might have avoided the occurrence. Advice would also be given regarding the availability of Federal Crime Insurance.

The Grant Application for ACT III stated, in essence, that the funds would be used to establish a police strike force in Northwestern Philadelphia (Germantown, Mt. Airy, Ivy Hill, Ogontz, West Oak Lane, West Logan) to control stranger to stranger crime, particularly robbery and burglary. This program would reduce the opportunity to commit crime and increase the risk for those who commit crime in the target area.

This Grant Application indicated as its goal, a 5 percent decrease in Part I crimes; a 10 percent decrease in the crime of robbery and a 15 percent decrease in the crime of burglary. The program would provide a 5 percent increase in the clearance rate for all Part I crimes and this reduction of crime should result in an improvement in the housing and economic stability of the area.

Personnel assigned to this Unit would function in plain-clothes using unmarked vehicles of all sizes and types to insure

anonymity. Assignment and scheduling would be based on methods used by the other two ACT Units. The same techniques and methods to gather and use criminal statistics would be used by this ACT Unit. They would address business, civic and community groups on target hardening techniques; would give advice to victims of stranger to stranger crimes on how they might have avoided the incident; would inform the citizens in their area on the availability of Federal Crime Insurance, and would advise Operation Town Watch (a police supported citizen response organization) on areas where particular stranger to stranger crime was increasing or showing evidence of change.

IV. METHODOLOGY

The Mayor's Criminal Justice Improvement Team (MCJIT) contracted with Police and Security Management Consultants, Inc. (PSMC) a private, outside consulting firm, to aid in the evaluation of ACT's I, II and III. A Final Report concerning crime statistics has already been submitted to MCJIT by PSMC on ACT's I and II. Therefore, this report is primarily concerned with ACT III, although ACT's I and II are also covered.

On Sunday, November 17, 1974, PSMC sent an evaluation team to the City of Philadelphia. Its purpose was to gather information that would enable PSMC to evaluate ACT's I, II and III. On Monday, November 18, 1974, they began their tasks.

PSMC decided that information necessary for an evaluation of ACT's I, II and III would be gathered by interviewing the men involved in the operation of these three units. A structured instrument was prepared and ultimately submitted to 95 percent of the personnel involved in these programs (175 out of a possible 183 men).

These respondents were broken down into a variety of demographic categories. This was done to determine if the responses would vary at all as a result of their demographic differences. The categories include rank, age, race, length of service in the PPD, length of service in the Strike Force, education and marital status.

This instrument was divided into six sections. (Demographics, Organization, Operation, Training, Grant, Opinions). It was structured in such a way that a respondent had a choice of 290 possible answers to 90 questions. PSMC felt that a valid evaluation of the Organization, Operation, Training and Grant Requirements could be made based on the responses of a representative sampling of the men involved in its day to day operations. They felt that 95 percent of the men involved was a valid representative group.

Three approaches were used in administering these questionnaires. Sixty-eight percent (119) of the men interviewed were interviewed in private, on a one-to-one basis with an interviewer. They were supplied with a copy of the instrument and told to read along as the interviewer read the questions aloud. As the person being interviewed answered the questions, the interviewer recorded them. This type of interview took from 40 to 50 minutes to complete. This enabled the interviewers to have personal contact with the ACT Unit members. This was necessary to ellicit responses to the questionnaire.

Fifteen percent (27) of the men interviewed were interviewed in a classroom setting. These men were gathered in two separate groups (13 to 14 per group). An interviewer was assigned to each group. He distributed a copy of the instrument to each person in the group. He instructed the men that there was to be no conversation while the interview was in progress;

that they were to follow along while he read the instrument aloud; and that they were to record their responses to the questions on their copy of the instrument. Upon completion of the interviews, the instruments were collected by the interviewer and the respondents' dismissed.

Before returning to Syracuse, PSMC left a quantity of questionnaires with the Commanding Officer of ACT III. It was understood that they would be distributed to those men not already interviewed; that the men would be instructed to take the instrument home with them, complete it and return it to the Commanding Officer of ACT III, and that he would forward the completed documents to PSMC. On Saturday, December 7, 1974, PSMC received by mail 29 completed questionnaires. This constituted the final 17 percent of those who cooperated in this information gathering task.

This information gathering effort generated the possibility of over 50,000 responses for evaluation. (50,750 = 290 possible responses per instrument x 175 respondents). A conference was held and decisions were made on how this information would be used.

Although three methods of questioning were used, in each case the instrument was identical. A variety of questioning methods were used to determine if any significant differences in

the responses would be evident. Should this occur, the variations would be recorded and brought to notice in the Final Report.

Two components were applied in the methodology used by Police and Security Management Consultants (PSMC) to determine whether or not the Grant Applicant (PPD) met his responsibilities under the conditions of the Grant, and whether or not the stated goals of the programs were achieved.

The first component was a six-part, ninety question, structured instrument. This instrument was designed to elicit responses from the men assigned to these ACT Units regarding their understanding of what their duties were under the ACT and whether or not they felt they were having an effect on the target crimes of robbery and burglary.

The second component was data supplied by the PPD. This criminal data was taken on face value. It consisted of statistics showing the number of robberies and burglaries reported to the PPD for a five to seven year period prior to the formation of the ACT Unit's. It also showed the incidence of arrest for these same crimes during this same time period. This base information was compared to current PPD criminal statistics in these same categories.

V. FINDINGS:

A total of 175 questionnaires were administered to the members of ACT's I, II and III. Once all of the questionnaires had been completed, PSMC Staff members tabulated the data. Each possible response for every question was then plotted on a matrix to determine what significant findings resulted. This enabled the staff to calculate the total responses for each question, as well as compare responses to varying questions for each of the ACT Unit members.

In the case of questions requiring written responses, these responses were collapsed into categories into which they best fit. This was done because in many cases the men's basic answer was the same, whereas, their responses were worded differently.

The first areas to be discussed in this section are the questions from the instrument that deal specifically with the goals cited in the ACT's I, II and III Grant Proposals. For clarity reasons, each question discussed will include a graph telling the percent of the ACT Unit members in each response category.

All three Grant Proposals indicated that the applicant (PPD) would establish crime reduction programs in their target area. This was done. These ACT Units would be designed to be highly mobile, extremely flexible anti-crime strike forces.

One question included in the instrument asks the ACT Unit members for their opinion on the mobility and flexibility of their particular ACT Unit. This question reads:

C. Regarding the mobility and flexibility of your ACT, it is;

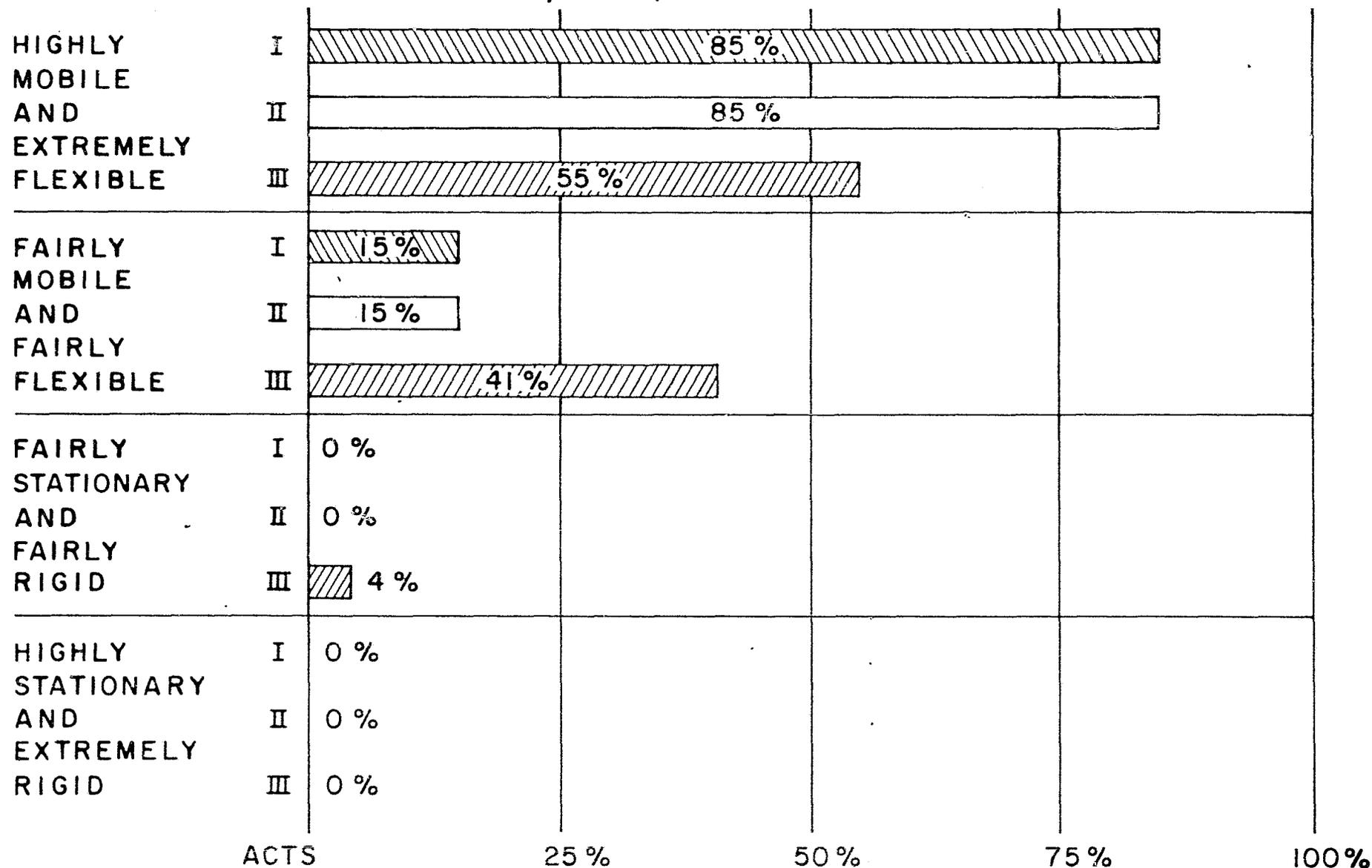
The responses to this question are shown in TABLE XII.

As indicated in TABLE XII, the vast majority of ACT members said that their Unit is highly mobile and extremely flexible. The only significant variation appears in the responses elicited from ACT III members. These particular responses indicate that 41 percent of the men describe their Unit as being fairly mobile and fairly flexible. These responses show that the Grant Applicant did, in fact, comply with that specification of the Grant Proposal that deals with the formation of highly mobile, extremely flexible anti-crime strike forces.

The goals, as stated in the Grant Application for ACT I, cite an anticipated halt in the increase of robberies and burglaries during the first year of the Unit's operation, and a 5 percent reduction in these two crimes by the end of the second year. Data supplied to PSMC by the PPD indicates a 59.6 percent rise in robbery and a 33.1 percent rise in burglary for the time period April 1, 1974 to November 3, 1974 as compared to the same time period in 1973.

TABLE XII

C. REGARDING THE MOBILITY AND FLEXIBILITY OF YOUR ACT, IT IS ?



A breakdown in Part I crimes for this same time period for ACT I are shown in TABLE XIII.

TABLE XIII

ACT I

| | <u>4/2/73</u> to <u>11/4/73</u> | <u>4/1/74</u> to <u>11/3/74</u> | <u>% of</u> <u>CHANGE</u> |
|------------------|---------------------------------------|---------------------------------------|------------------------------|
| HOMICIDE | 41 | 50 | +21.9 |
| RAPE | 145 | 149 | + 2.7 |
| ROBBERY | 908 | 1449 | +59.6 |
| AGGRAVATED A & B | 649 | 746 | +14.9 |
| BURGLARY | 1873 | 2494 | +33.1 |
| LARCENY | 505 | 552 | + 9.3 |
| AUTO THEFT | <u>2424</u> | <u>1931</u> | <u>-20.3</u> |
| TOTAL | 6545 | 7371 | +12.6 |

The goals stated in the Grant Application for ACT II cited an anticipated halt in robberies and burglaries during its first year of operation and a 5 percent reduction in these two crimes by the end of the second year. The goals stated in the ACT II re-application step-up these figures to an anticipated 40 percent reduction in the incidence in robbery and burglary, and a 25 percent reduction in the number of Part I crimes in the first 18 months of operation.

The most recent statistics supplied to PSMC by the PPD show a 24 percent increase in robbery, a 33.6 percent increase in burglary, and a 14.9 percent increase in total Part I crimes. These statistics, as shown in TABLE XIV, cover the time period April 1, 1974 to November 11, 1974 as compared to the same period in 1973.

TABLE XIV

ACT II

| | <u>4/2/73</u> to <u>11/4/73</u> | <u>4/1/74</u> to <u>11/3/74</u> | % of <u>CHANGE</u> |
|------------------|---------------------------------------|---------------------------------------|-----------------------|
| HOMICIDE | 58 | 42 | -27.6 |
| RAPE | 96 | 144 | +50.0 |
| ROBBERY | 887 | 1100 | +24.0 |
| AGGRAVATED A & B | 817 | 951 | +16.4 |
| BURGLARY | 1112 | 1486 | +33.6 |
| LARCENY | 363 | 332 | - 8.5 |
| AUTO THEFT | <u>985</u> | <u>907</u> | <u>- 7.9</u> |
| TOTAL | 4318 | 4962 | +14.9 |

The goals, as stated in the Grant Application for ACT III cite an anticipated 5 percent decrease in Part I crimes, robbery and burglary should decrease 10 percent and 15 percent respectively, and the clearance rate for all Part I crimes should increase 5 percent. No time period was specified for the achievement of these goals.

Data supplied by the PPD for the period March 25, 1974 to November 3, 1974 as compared to the same time period in 1973 shows an increase of 57.4 percent in robbery, a 20 percent in burglary, and an 8.8 percent increase in total Part I crimes.

TABLE XV illustrates these figures.

TABLE XV

ACT III

| | <u>3/26/73</u> to <u>11/4/73</u> | <u>3/25/74</u> to <u>11/3/74</u> | <u>% of</u> <u>CHANGE</u> |
|------------------|--|--|------------------------------|
| HOMICIDE | 23 | 19 | -17.4 |
| RAPE | 85 | 87 | + 2.3 |
| ROBBERY | 521 | 820 | +57.4 |
| AGGRAVATED A & B | 277 | 341 | +23.1 |
| BURGLARY | 1716 | 2060 | +20.0 |
| LARCENY | 358 | 247 | -31.0 |
| AUTO THEFT | <u>1585</u> | <u>1393</u> | <u>-12.2</u> |
| TOTAL | 4565 | 4967 | + 8.8 |

Each Grant Proposal indicates certain supplemental benefits as a result of ACT operations. A number of questions in the instrument deal specifically with these supplemental benefits.

Each Grant Proposal indicates certain supplemental benefits as a result of ACT operations. A number of questions in the instrument deal specifically with these supplemental benefits.

All three Grant Proposals specify that there will be an impact on all types of crime because of the establishment of their ACT Unit. Question S in the Grant section of the questionnaire reads:

S. Do you feel the ACT has had an impact on all types of crimes?

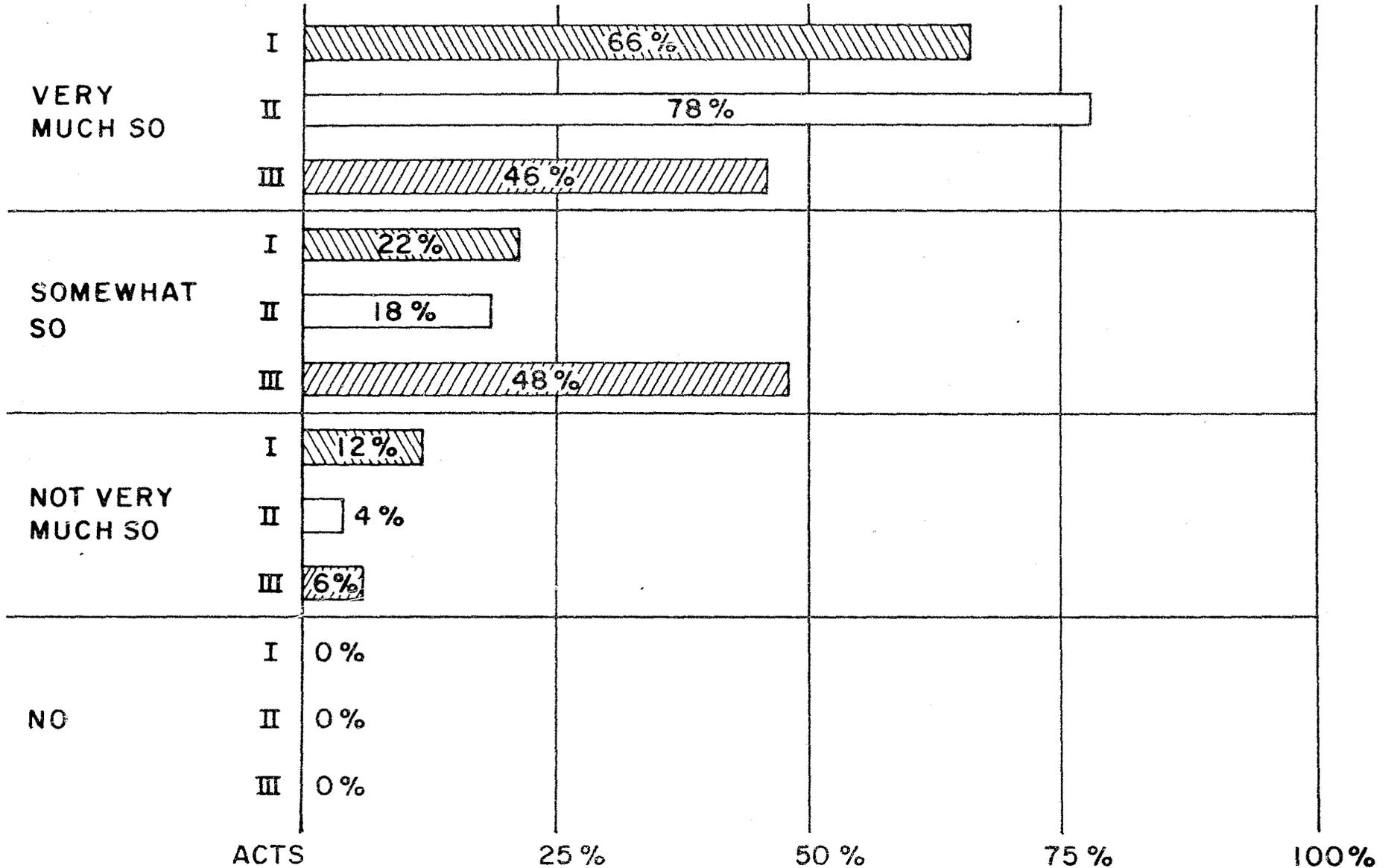
The responses to this question are shown in TABLE XVI.

The above graph shows that the majority of the men interviewed feel they are having an impact on all types of crime. However, 6 percent of the men involved in these programs feel they are having little, if any, impact on crimes other than robbery and burglary.

ACT I stated in their Grant Application that their activities would result in a decrease in that type of gang activity related to the crimes of robbery, burglary and homicide. ACT II and ACT III Grant Proposals did not address this problem. However, certain questions concerning gang related activities were asked of all respondents.

TABLE XVI

S. DO YOU FEEL THE ACT HAS HAD AN IMPACT ON ALL TYPES OF CRIMES ?



Questions M and N in the Grant section, and Question H in the Training section of the instrument address themselves to this area of concern. Question M reads:

M. How often do you patrol hangouts for junior and senior high school age youth?

Question N reads:

N. How much emphasis do you place on monitoring gang activity?

The responses to these questions are illustrated in TABLES XVII and XVIII.

As can be seen from the mixed responses indicated in TABLES XVII and XVIII, there seems to be no organized and directed effort on monitoring gang activity. Some ACT members are concentrating effort in this area while others are not.

Question H in the Training section of the instrument reads:

H. What part of the training was of least value to you?

Seventeen percent of the respondents reported gang training as being of least value to them.

The Grant Applications for ACTS I and II stated that the operations of their Anti-Crime Units would have an impact on drug related activity. The Grant Application for ACT III made no such statement. However, personnel assigned to all three ACT Units were queried for their responses to the following questions.

TABLE XVII

M. HOW OFTEN DO YOU PATROL HANGOUTS FOR JUNIOR AND SENIOR HIGH SCHOOL AGE YOUTH ?

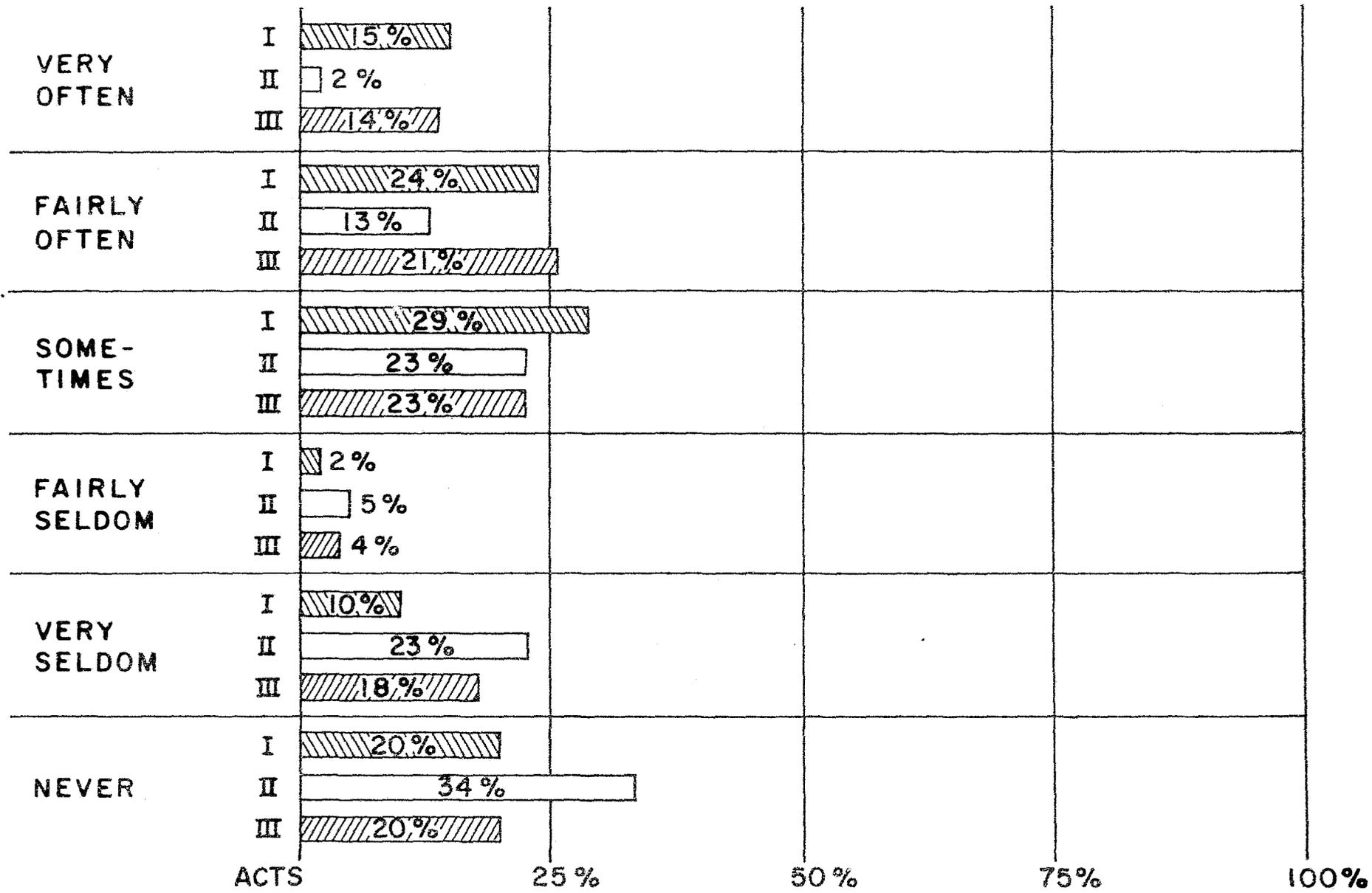
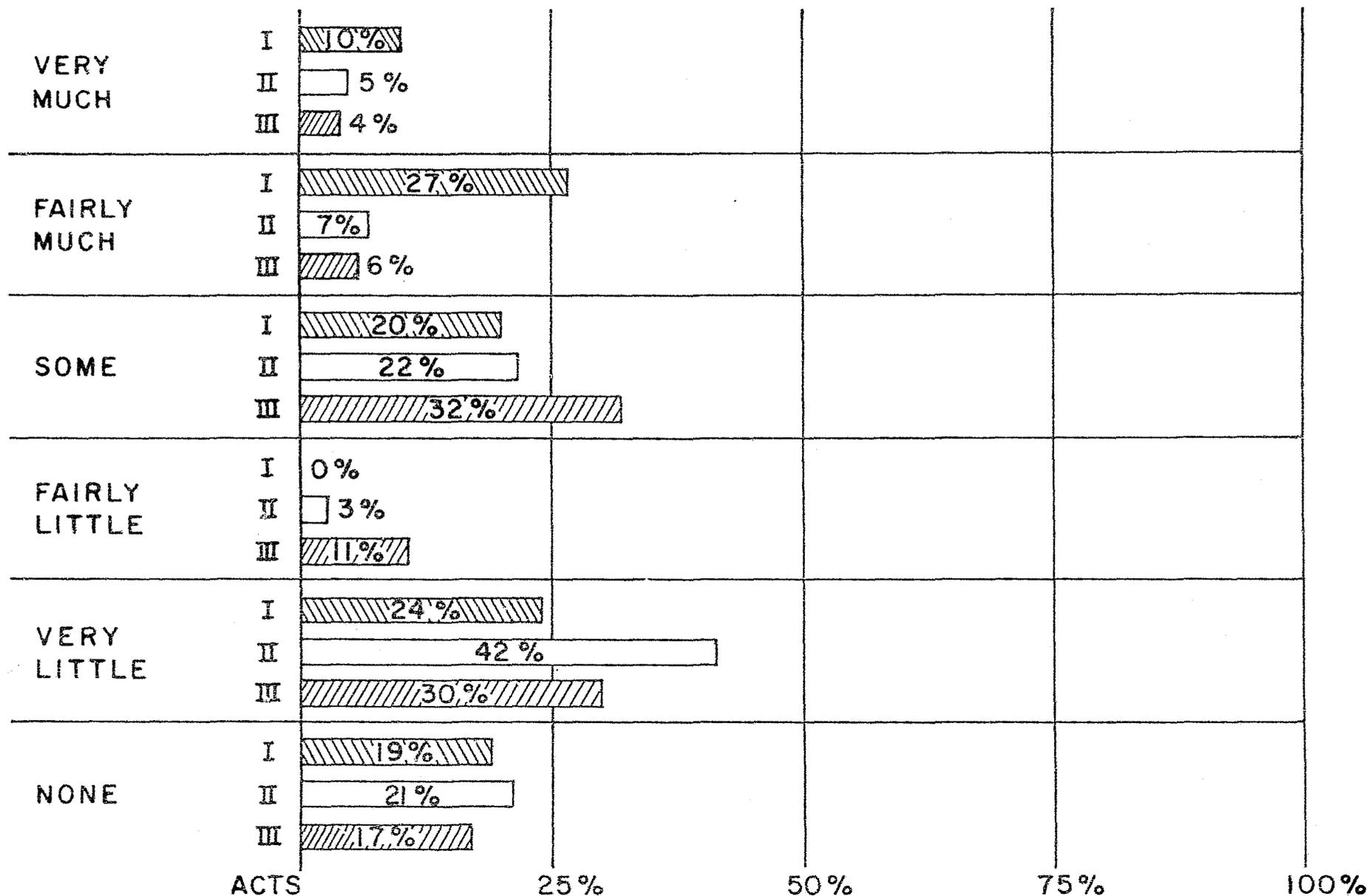


TABLE XVIII

N. HOW MUCH EMPHASIS DO YOU PLACE ON MONITORING GANG ACTIVITY?



Questions K and O in the Grant section of the instrument read as follows:

- K. How much of your time do you spend on large volume, hard drug pushers?
- O. How well are you able to follow the activities of drug addicts with priors for robbery and burglary?

The responses to these questions are shown in TABLES XIX and XX.

As can be seen in TABLE XIX, 77 percent of the ACT members spend little or no time on large volume, hard drug pushers. Whereas, TABLE XX indicates that the majority of personnel assigned to ACTS I and II feel that they are at least fairly able to follow the activities of drug addicts with priors for robbery and burglary. This table further shows that personnel assigned to ACT III feel they are less capable to perform this function. It should be remembered that the Grant Application for ACT III did not address this problem.

Question H of the Training section of the questionnaire asks:

- H. What part of the training was of the least value?

Thirty-eight percent of the respondents answering this question said narcotics training was of least value to them.

TABLE XIX

K. HOW MUCH OF YOUR TIME DO YOU SPEND ON LARGE VOLUME HARD DRUG PUSHERS?

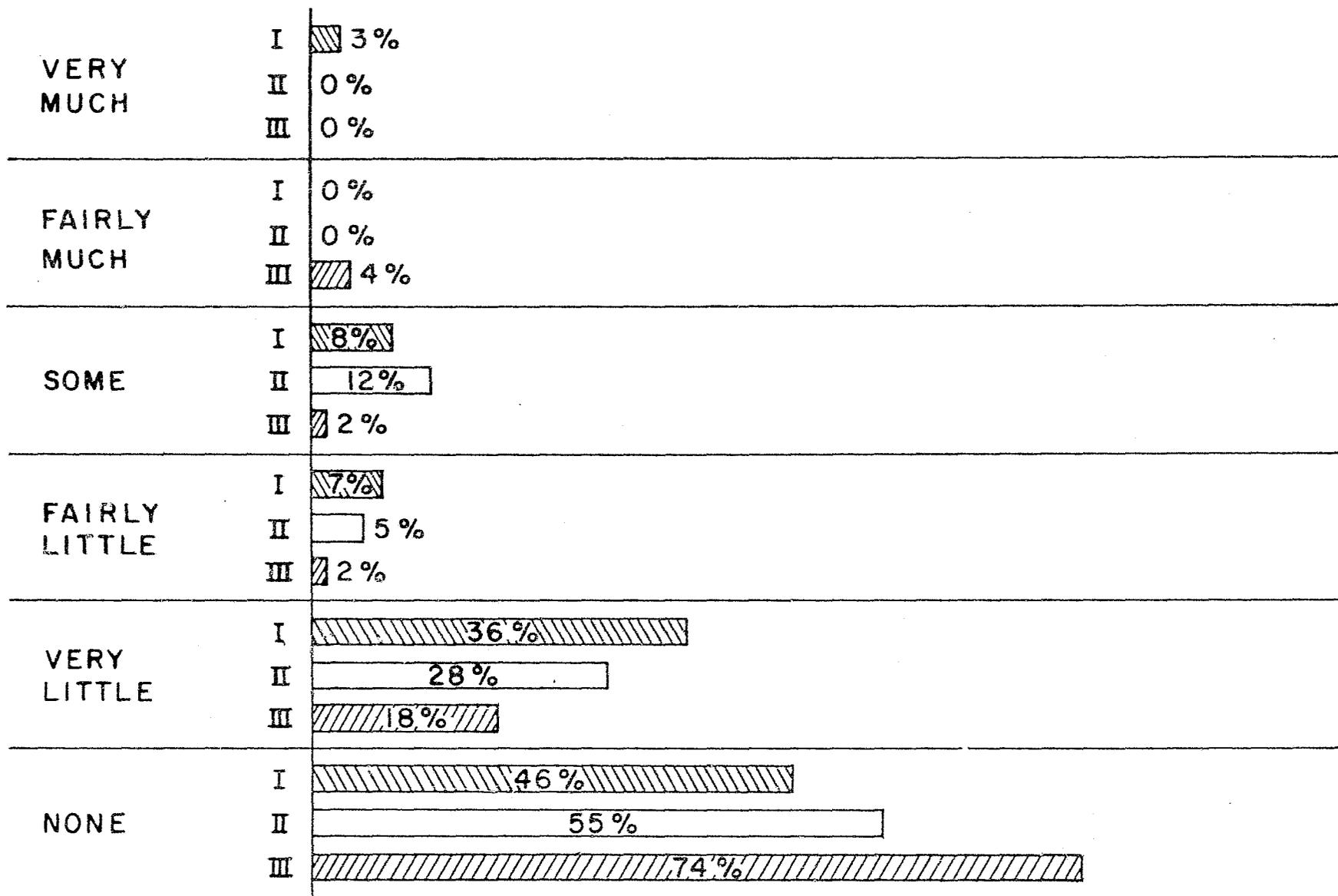
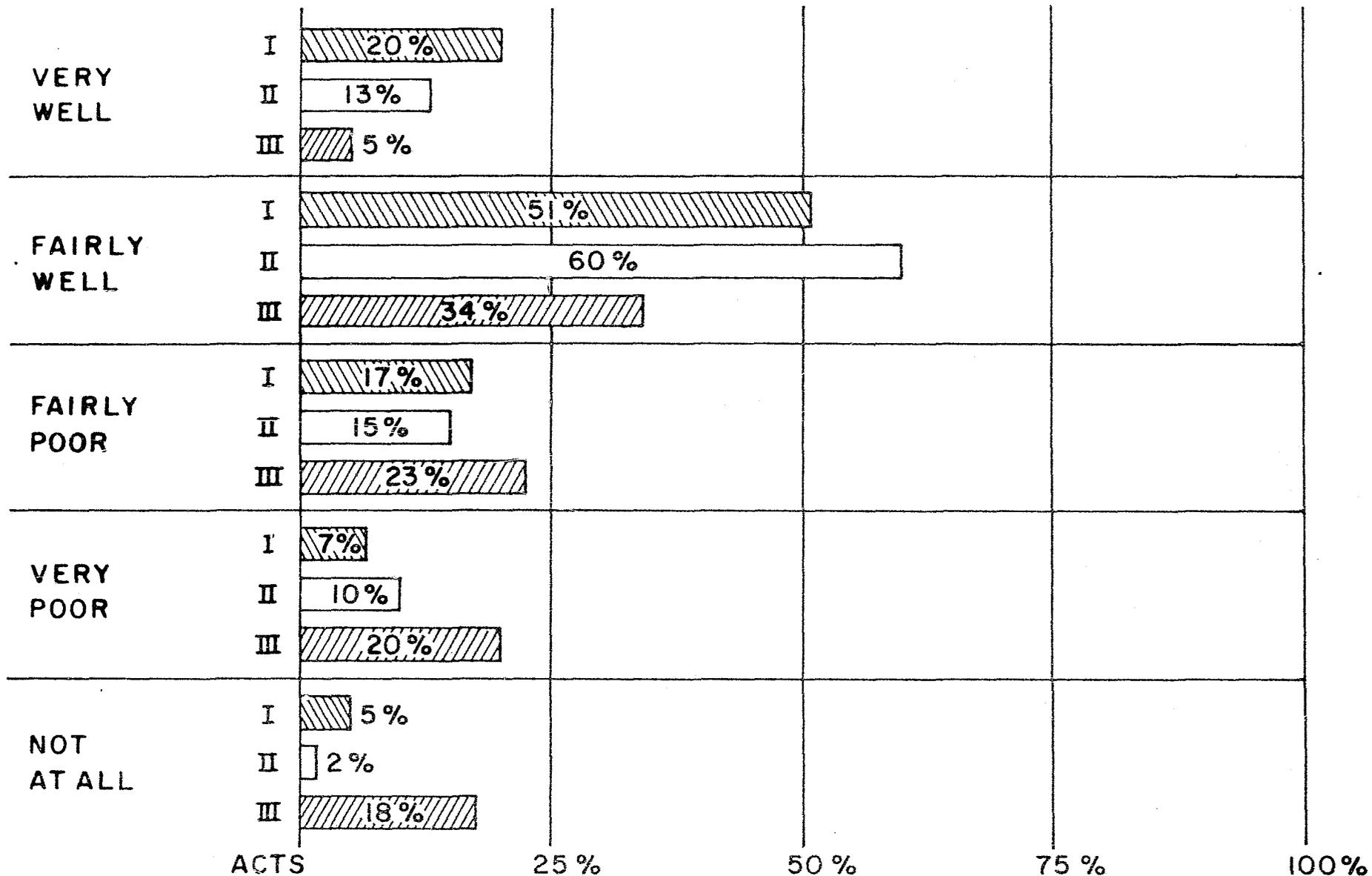


TABLE XX

Q. HOW WELL ARE YOU ABLE TO FOLLOW THE ACTIVITIES OF DRUG ADDICTS WITH PRIORS FOR ROBBERY AND BURGLARY?



One area of concern, stated exclusively in the Grant Application for ACT I, was that the program would increase school attendance. Question L of the Grant section of the instrument asks:

- L. How often do you take truants into custody and return them to their parents?

Responses were taken from members of all three ACT Unit's. These responses are shown in TABLE XXI. Sixty-three of the respondents said that very seldom or never do they take truants into custody and return them to their parents.

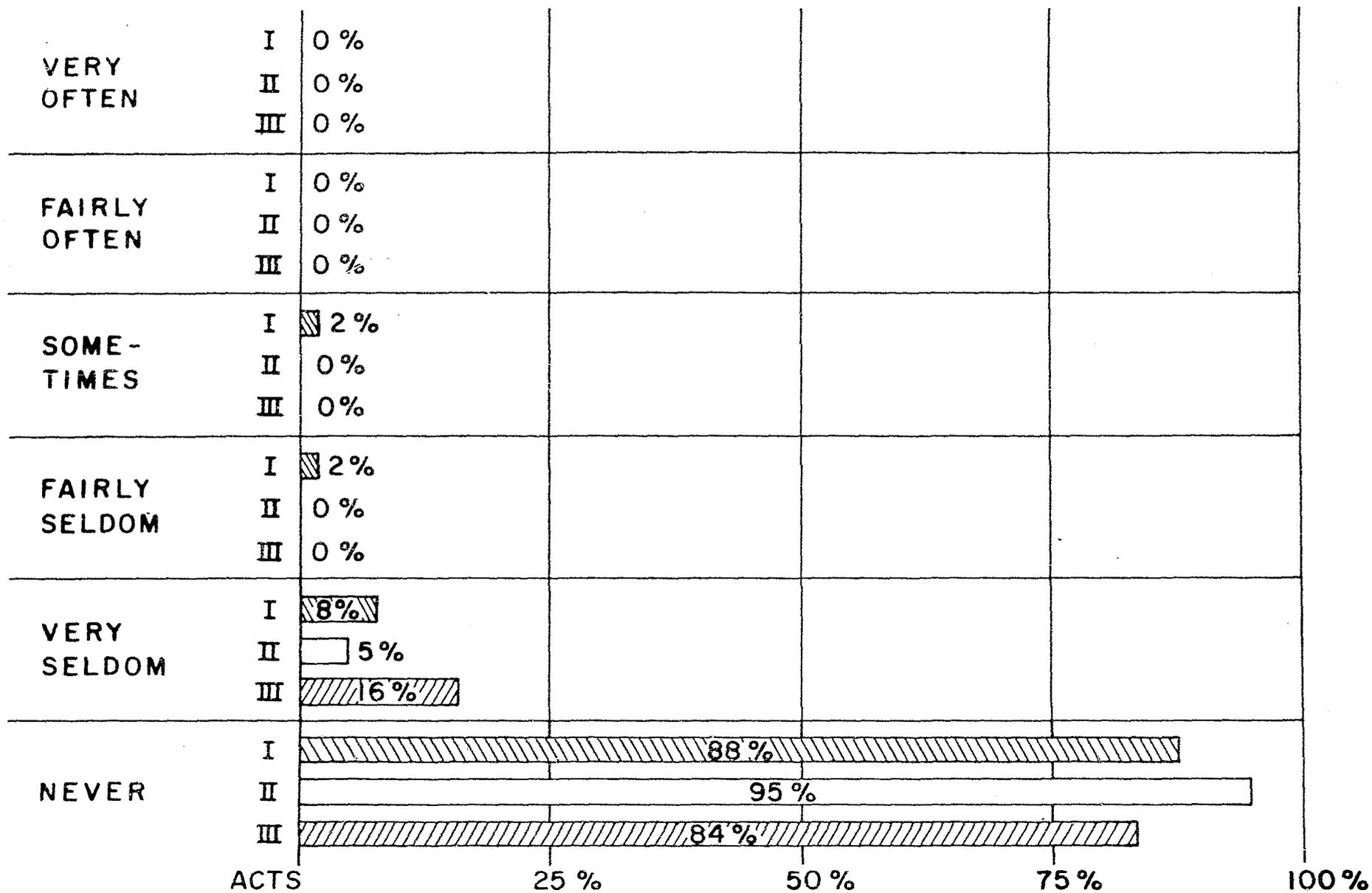
All three Grant Applications indicated that the operations of their respective units would improve police-community relations. This would be done in a variety of ways.

Questions A, B, H, I, J and Q of the Grant section of the instrument cover the ways in which they say this will be done. These questions and their responses are shown in TABLES XXII through XXVII.

- A. Does your ACT have an organized effort to advise merchants and citizens of methods to make their businesses and homes less vulnerable to crimes?
- B. How often do you advise merchants and citizens of methods to make their homes and businesses less vulnerable to crime?

TABLE XXI

L. HOW OFTEN DO YOU TAKE TRUANTS INTO CUSTODY AND RETURN THEM TO THEIR PARENTS ?



- H. How often do you address business civic and community groups on target hardening techniques?
- I. How often do you advise victims of stranger to stranger crimes, particularly robbery and burglary, on how they might have prevented the occurrence of the incident.
- J. How often do you advise victims or citizens on the availability of Federal Crime Insurance?
- Q. Do you feel the ACT has helped improve police-community relations?

Although 87 percent of the ACT members said there is no organized effort, 73 percent of the ACT members do spend at least some portion of their time advising merchants and citizens on how they might make their businesses and homes less vulnerable to crime.

Ninety-two percent of the men in the ACT Unit's indicate by their responses that they never address business, civic or community groups on target hardening techniques.

Seventy-three percent of the men in the ACT Unit indicate by their responses that they do, at least sometimes, advise victims of stranger to stranger crimes on how they might have prevented the occurrence of the incident.

Eighty-five percent of the men in the ACT Unit's indicate by their responses that they very seldom or never give advice on the availability of Federal Crime Insurance.

TABLE XXII

A. DOES YOUR ACT HAVE AN ORGANIZED EFFORT TO ADVISE MERCHANTS AND CITIZENS OF METHODS TO MAKE THEIR BUSINESSES AND HOMES LESS VULNERABLE TO CRIME ?

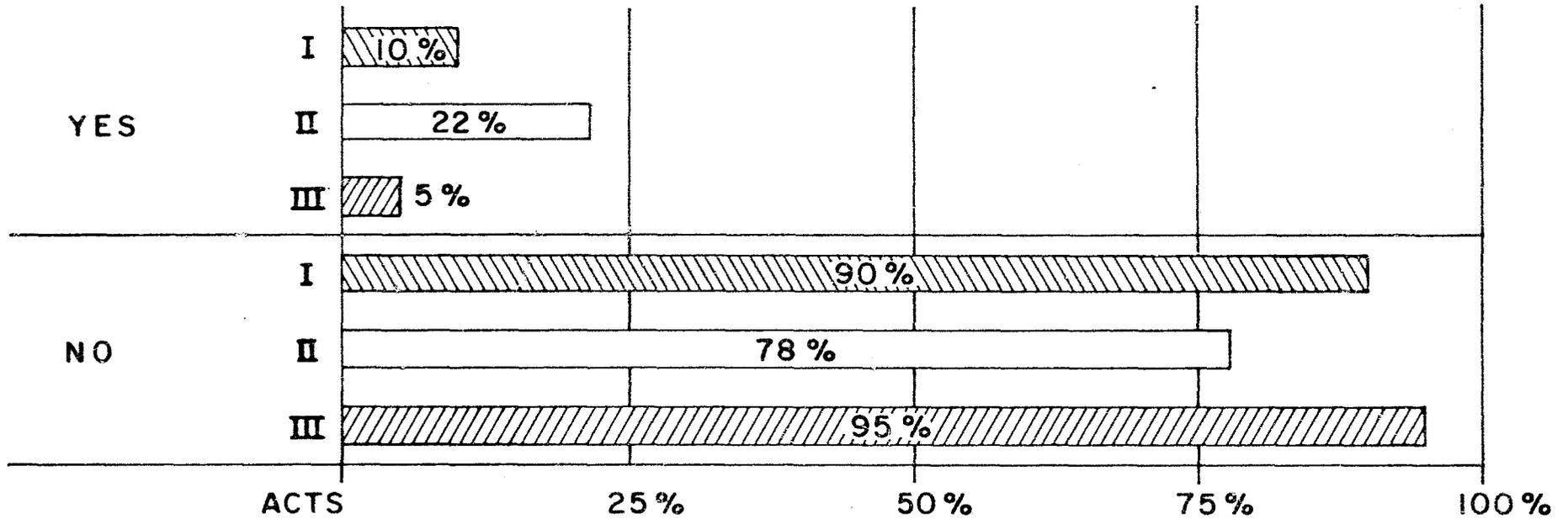


TABLE XXIV

H. HOW OFTEN DO YOU ADDRESS BUSINESS, CIVIC AND COMMUNITY GROUPS ON TARGET HARDENING TECHNIQUES?

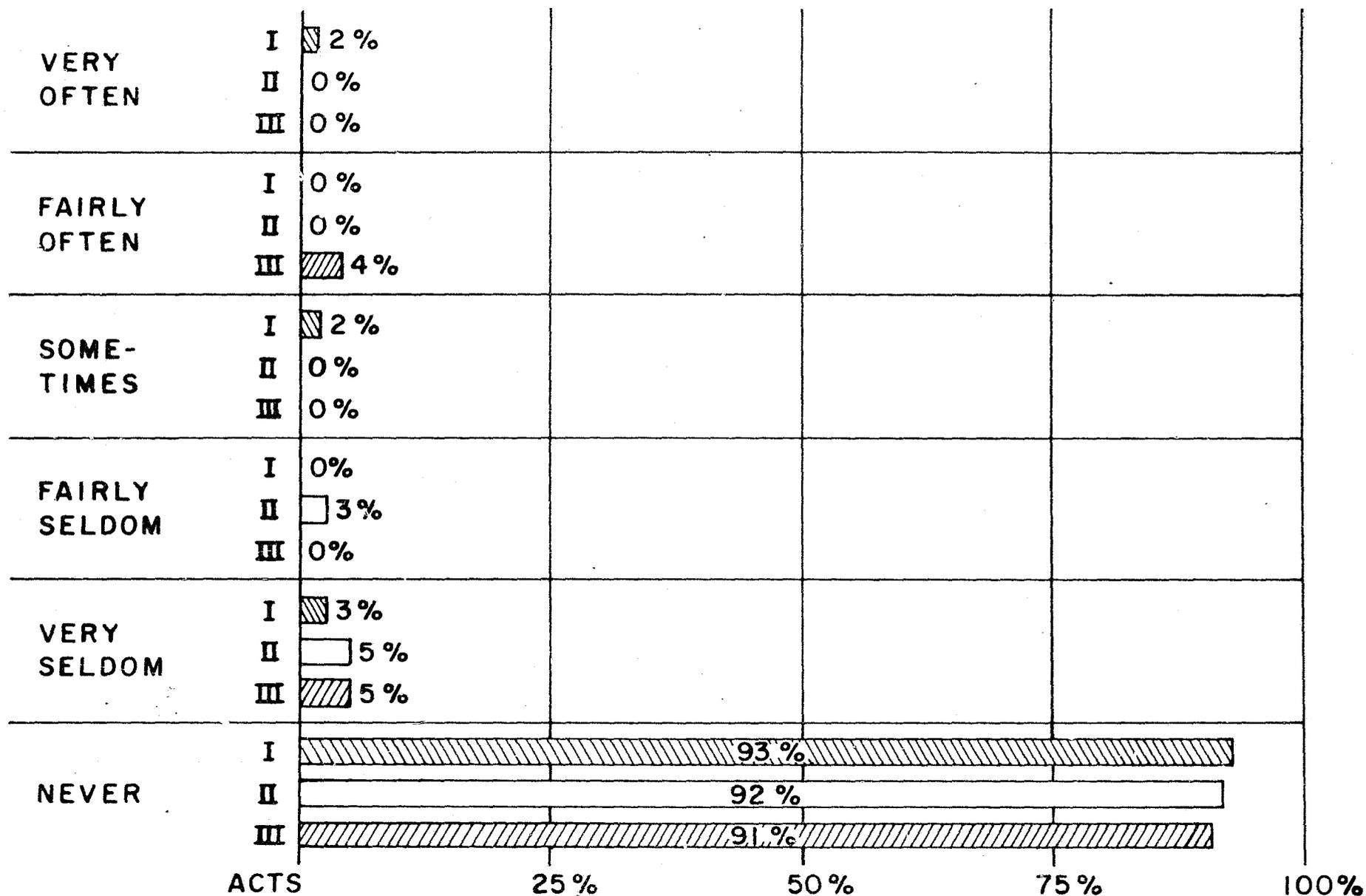


TABLE XXV

I. HOW OFTEN DO YOU ADVISE VICTIMS OF STRANGER TO STRANGER CRIMES, PARTICULARLY ROBBERY AND BURGLARY, ON HOW THEY MIGHT HAVE PREVENTED THE OCCURRENCE OF THE INCIDENT ?

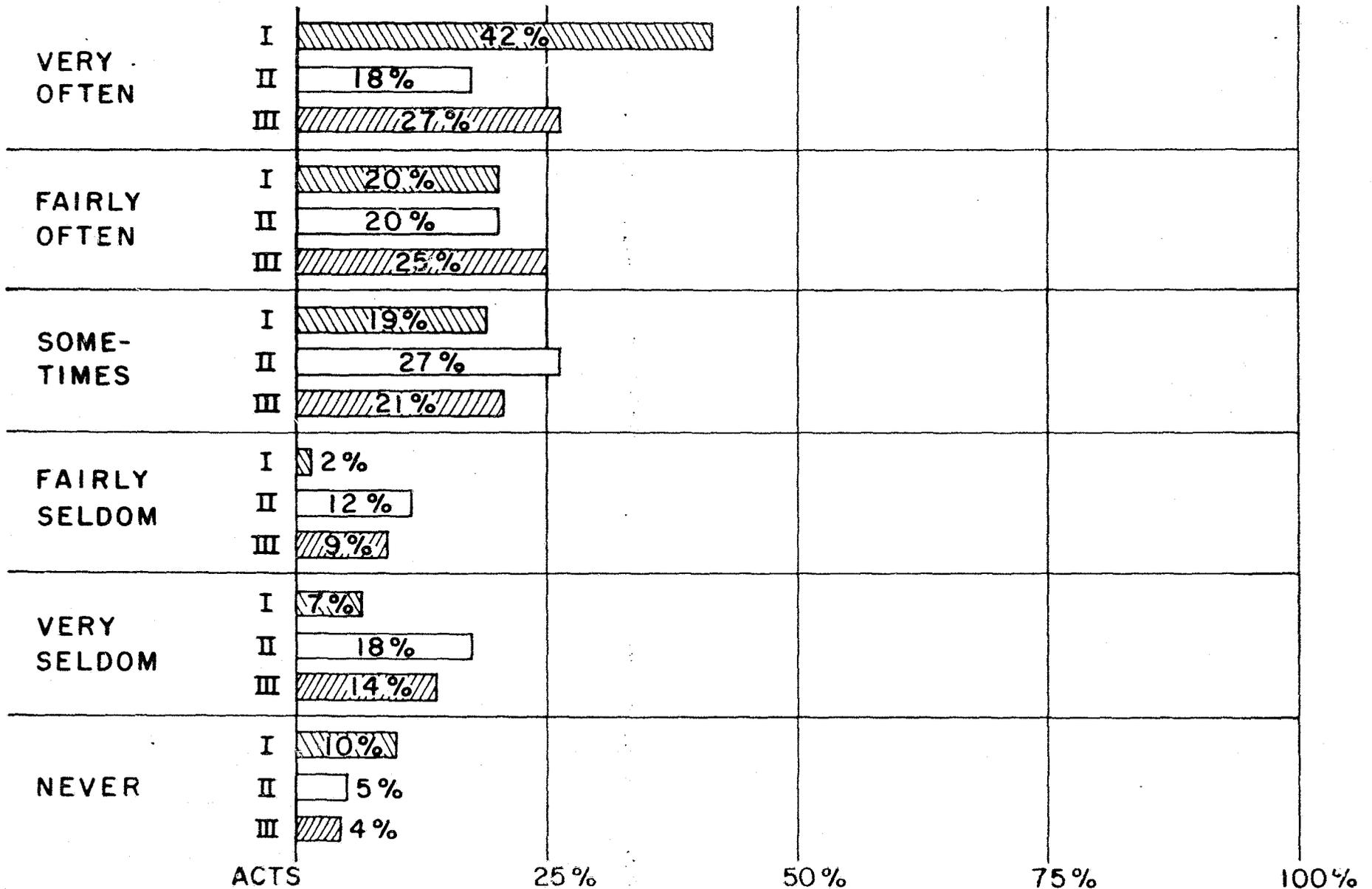
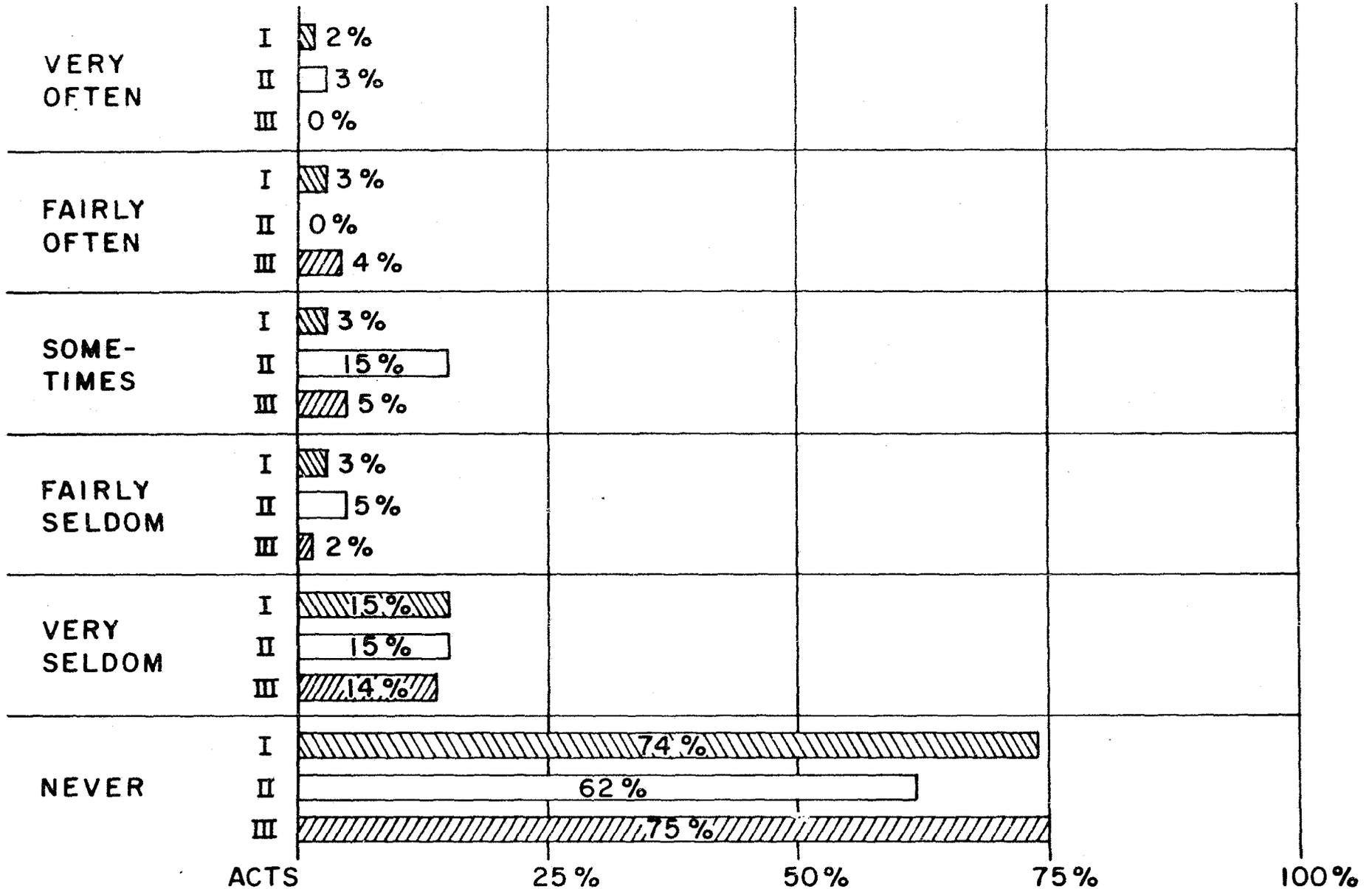


TABLE XXVI

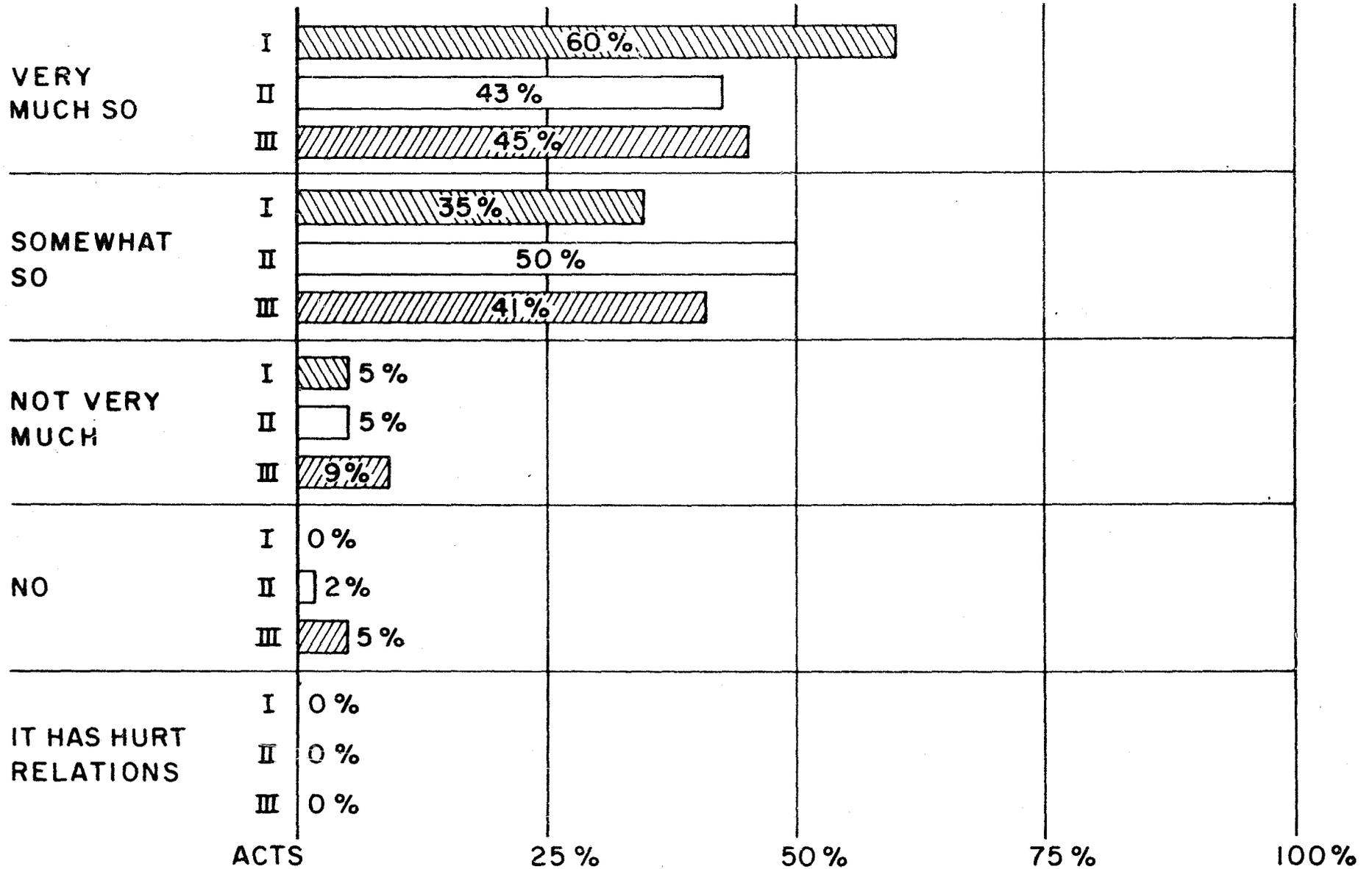
J. HOW OFTEN DO YOU ADVISE VICTIMS OR CITIZENS ON THE AVAILABILITY OF FEDERAL CRIME INSURANCE ?



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TABLE XXVII

Q. DO YOU FEEL THE ACT HAS HELPED IMPROVE POLICE
COMMUNITY RELATIONS?



Ninety percent of the men in the ACT Unit's indicate that the ACT Unit's have at least some positive effects towards improving police-community relations.

One section of the questionnaire dealt with the training ACT Unit members received prior to joining the ACT as well as in-service training. Question A asks:

- A. Did the training you received at the Academy when you joined the ACT prepare you for the field?

Seventy-nine percent of those responding stated that the training they received at the Academy at least fairly well prepared them for the field.

When asked how much in-service training they have received, 85 percent of the respondents in ACT's I and II indicated they have received at least some such training. Whereas, only 22 percent of the ACT III respondents said they have received in-service training.

The men assigned to the three ACT Unit's were also asked what they would stress in designing a training program. The areas they felt should be stressed most are patrol techniques, firearms training, training in special tactics to insure personal safety, and a knowledge of the people and the area in which they work.

TABLE XXVIII

A. DID THE TRAINING YOU RECEIVED AT THE ACADEMY WHEN YOU JOINED THE ACT PREPARE YOU FOR THE FIELD ?

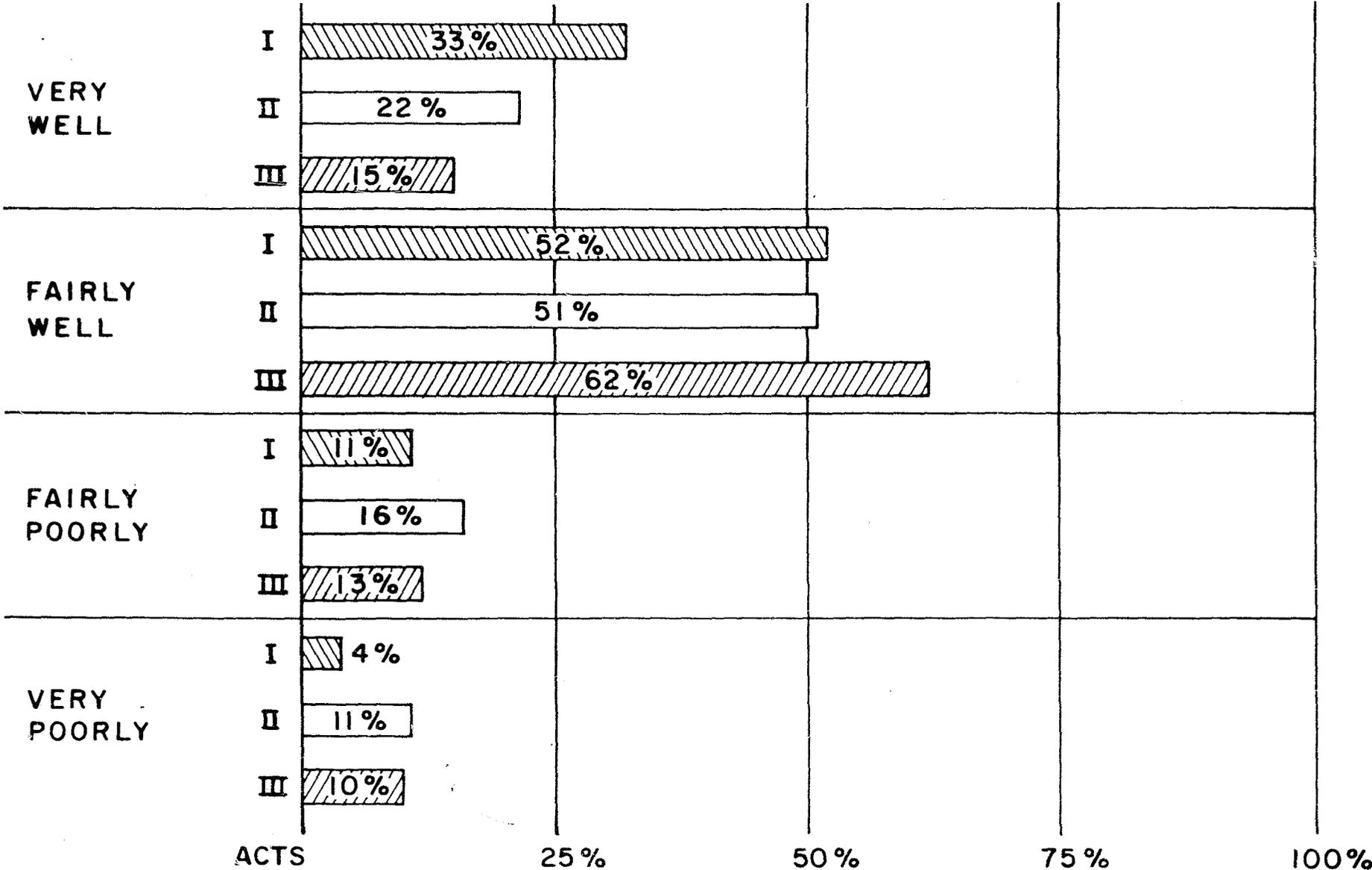
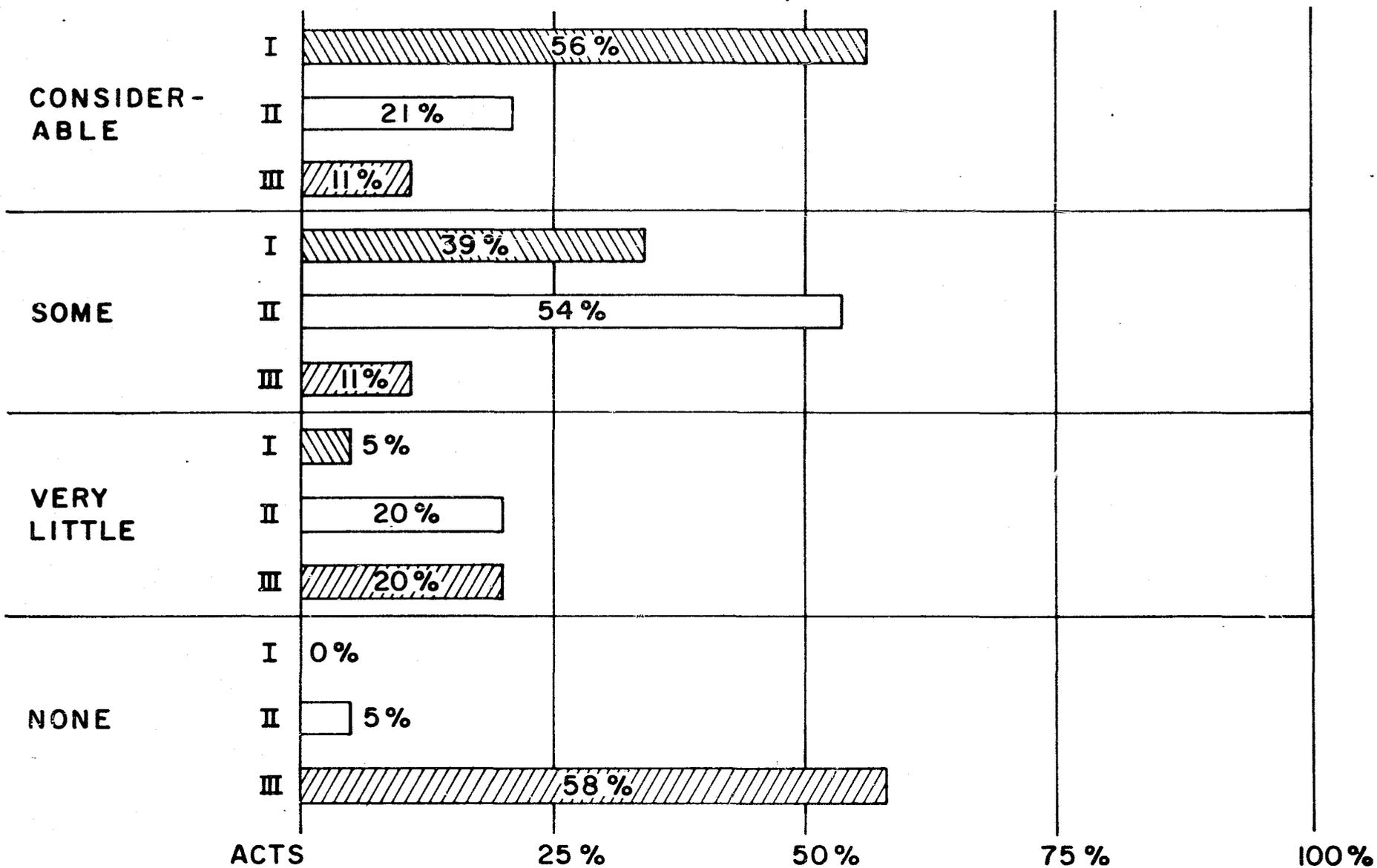


TABLE XXIX

C. HOW MUCH IN SERVICE TRAINING HAVE YOU RECEIVED SINCE BEING IN THE FIELD ?



Most of the men interviewed indicated a great deal of the knowledge they have acquired and the skills they possess to perform their job are the result of personal experience.

VI. CONCLUSIONS

PSMC has reached certain conclusions based on the responses to the questionnaire and statistical data supplied by the PPD. Although separate techniques were used to administer the questionnaire, no significant differences appeared in the responses. Likewise, no significant differences resulted in the responses when comparisons were made among the demographic categories mentioned previously.

The men assigned to these programs, by their responses, have indicated that they are, in fact, reducing the target crimes within the area of their responsibility. However, according to PPD data, the basic goal of all three ACT Unit's is to reduce stranger to stranger crimes, particularly those crimes of robbery and burglary, which has not been achieved.

Additional conclusions, based on the responses to the questionnaire from the men involved in the ACT Unit's, include the following:

....Their activities are not directed toward monitoring gang activity. Nor is there any apparent effort to develop liasons with the PPD's Gang Unit and with youth workers already in the ACT areas.

....They are not concerned or responsible for giving attention to large volume, hard drug

pushers. They do, however, spend some time monitoring the activity of drug users who have priors for the crimes of robbery and burglary.

....They show no concern with improving school attendance. Just about all of the respondents to the questionnaire indicated that they never take truants into custody and return them to their parents. The responses do indicate that some of the ACT Unit members do spend, at least some time, patrolling areas known to be hangouts for junior and senior high school age youth.

....Findings show no organized effort by ACT members to address community groups and give advice on how businesses and homes might be better protected against robbery and burglary. There is no organized effort to advise victims of these target crimes, on how they might have avoided the incident. Finally, they have no program to give advice on Federal Crime Insurance. On an unorganized basis, with the exception of addressing community groups, members of these ACT teams seem to be spending some of their time accomplishing these tasks.

....The personnel in all three ACT areas indicate that their programs are improving police-community relations.

Based on responses to the questionnaire, PSMC has further concluded that the men assigned to these three programs consider the organization and the operation of their Unit's to be:

....Highly mobile and extremely flexible strike forces whose main thrust is the prevention of robbery and burglary. When prevention is not possible, they feel they have the capability to be immediately responsive to any calls for assistance in these areas, and would be able to either apprehend the perpetrator in the act, fleeing from the scene, or within a reasonable time period based on good descriptive information.

....The respondents indicated that they have the authority to perform their assigned tasks and that they are held accountable for the performance of these tasks.

....They felt that the span of control, "How many men can a supervisor effectively control, coordinate, direct and supervise" for the most part was just about right. They also felt that

their supervisors were usually in the street, and if needed for supervision, were always available. Most of the men interviewed gave the impression that they feel their supervisors are outstanding. Such off the cuff remarks such as:

"He's no Captain when he's going in the window along side you; then he's just another cop, just like you."

"You can talk to him. At least he will listen to what you say."

"If you've got an idea, and it's a good idea, it will be tried."

....The men indicated that the concept of the chain of command;

"That process of how communication takes place, both up and down the levels of authority"

and unity of command;

"Each subordinate and each unit of the Police Department must be under the direct control of one, and only one, person. Each person is accountable to one superior. You don't have two or three bosses"

were usually, at least fairly well followed.

....The respondents indicate that their Unit's are not used to responding to routine citizen calls for police service, but are involved solely in achieving their stated objectives of reducing the incidence of robbery and burglary within their assigned areas.

....The respondents indicated that they consider the tactic of plain clothes patrol in a variety of unmarked vehicles, as the best way to accomplish their purpose. They indicate that surveillance of potential victims and suspected criminals, and the stationary observation of business places and residences having a high potential for this type of crime, as another important apprehension technique.

....While practically none of the men interviewed indicated any particular concern over the amount of paperwork they are tied down with, some of the supervisors did. There is an indication here that supervisors are slowly but surely slipping away from their primary function of being in the street with the men, and are becoming increasingly bogged down with administrative tasks that require their presence elsewhere.

....Some of the respondents expressed a concern in the way criminal intelligence is transmitted both to and from the ACT Unit's. There is an indication here that a great deal of this information flow depends on personal contacts.

....All personnel assigned to these Unit's use
.38 caliber revolvers. Some of the men expressed
concern with this type of weapon. Comments such as:

"The robbers are using shotguns, and we
have to use these."

"It's getting so now, that if you get
into a gunfight, they count your shots.
When they count six, they turn around
and start chasing you."

"We need shotguns and bullet proof
vests."

"We need a nine-millimeter automatic.
The clip holds fourteen shots."

In addition to answering the questions in the instrument,
some of the men included the following comments:

- The ACT's are doing a good job and should be
continued.
- The men are proud to be part of the ACT.
- The coverage should be extended to other parts
of the City.
- The men prefer being in the ACT to District work.
- Each ACT should have its own detectives.
- Get rid of the '73 Plymouth's.
- More firepower.
- More firearms training.
- More black policemen should be assigned to the ACT's.
- Something should be done about the way the courts
handle the arrest.
- Better radios are needed.

VII. RECOMMENDATIONS

PSMC recommends that ACTS I, II and III be continued and the efforts of the PPD focus on the following:

1. The PPD redefine the goals and objectives of all three ACTS. Decide whether to be a "strike force," a fast moving, highly mobile, extremely flexible tactical police operational unit whose purpose is to detect and apprehend persons who are committing Part I crimes, principally stranger to stranger robbery and burglary, or to be a "crime prevention" unit, a total community involved police activity attempting to deal with citizen attitudes, opinions, cooperation and conduct through dialogue and education.

If the "strike force" Unit motion is selected, PSMC recommends the PPD establish policy, procedure, strategy and tactics that will maximize the Unit's speed and deception capabilities in its efforts to apprehend criminals.

2. PSMC suggests the motorized equipment and uniform requirements placed on ACT I be removed. ACT I should be serviced with vehicles that provide the

same flexibility of ACTS II and III. ACT I personnel should also "work the street" in appropriate civilian dress to facilitate their Unit objectives.

3. It is recommended there be a greater effort to provide ACT commanders and personnel with more and better criminal information. At present, the majority of criminal information exchange or dissemination is done informally inter departments. Within the individual ACTS, it is both structured and informal and is excellent.

"Flash Information" is often vague and erroneous. Many times this results from victim or citizen delay in reporting or weak or inefficient first information but, far too frequently, it's because the first officer at the scene did not attempt to get or the dispatchers do not report the critical information of time, description and some detail that is essential for a rapid detection and apprehension.

4. The PPD should establish measures of effectiveness that are meaningful and reflect a truer picture of the value of the ACTS. While reported crime in

the ACT areas should be of concern and should be used as present to deploy personnel, PSMC feels other data would be a better test of the effectiveness of the Units.

- A. The conviction rate, particularly as charged, for apprehension made by Unit personnel as compared to District personnel should indicate the quality of arrest.
- B. The second and subsequent arrest of the same perpetrator, in some cases while out on bail for previous arrest, tends to show: (1) the Unit is doing its job; and (2) some perpetrators are responsible for a considerable amount of the crimes being committed; hence, reported crime figures are misleading.
- C. Response Time should be recorded if speed is important in detection and apprehension. What is Response Time? PSMC feels the PPD should record, for analysis purposes, the time the incident allegedly occurred until the first ACT Unit is in a position to

check out and apprehend, i.e., within two (2) blocks of the scene.

The problem can then be isolated: is it citizen delay in reporting, dispatching, time in relaying, ACT Unit time in getting to scene or within two (2) blocks. Many other variables can be built into the data collection, all with a purpose of providing commanders with more and better information to make strategic and tactical decisions.

END