

**INNOVATIVE PATROL OPERATIONS PROJECT
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SOUTH CENTRAL CRIMINAL JUSTICE SUPERVISORY BOARD

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NCJRS

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I am pleased to present to you this booklet which describes an innovative project recognized by many state and local law enforcement personnel as very successful. The Innovative Patrol Operations project has identified several opportunities for improvement in the manpower resource utilization systems of small and medium size police departments. Project participants have developed and implemented new programs which seek to maximize the crime prevention effectiveness of their patrol services.

My sincere appreciation is expressed to the Chiefs of Police of the project police departments and all project personnel who have worked diligently to make this project a success.

The combination of this project with other innovative regional programs such as the Regional Computer Information System and Regional Crime Prevention Bureau has resulted in notable advances in the improvement of police services.

It is my hope that the readers of this publication begin to recognize opportunities for improvement which exist in their own systems and find this publication a useful guide in transferring appropriate innovations.

Sincerely,



William H. Carbone
Senior Regional Planner

TABLE OF CONTENTS

	Page
I. Rationale for the Project	5
II. The Process of the Project	6
A. Phase I	7
Formation of the Planning Team	
Target Crime Selection	
B. Phase II	8
Crime Data Collection	
C. Phase III	10
Data Analysis and Strategy Setting	
III. The Products of the Project	12
A. Directed Deterrent Patrol	12
B. Workload Analysis	16
Manpower Deployment (beats)	16
Manpower Allocation (shifts)	18
IV. Evaluation	20
V. Future Directions	22
A. Supportive Systems	22
B. Refined Patrol Systems	22
C. Investigative Services	22

PROJECT RATIONALE

The steady increase in the nation's crime rate, overburdening demand for services by the public and the economy crisis are all factors which have served to emphasize the need to increase the productivity of the police. Police departments of small and medium size have often been preoccupied with day to day problems and have devoted little or no time to well designed planning. While police departments have developed some abilities in managerial and financing planning, very few have been able to build their capacity for operational planning. Indeed, most lack the basic tools necessary to engage in operational planning.

This project examines several facets of manpower resource utilization by police departments. Several opportunities for improvement have been identified including systems of manpower allocation, deployment and the methodologies and strategies of patrol operations.

The project is funded through a grant approved by the Connecticut Planning Committee on Criminal Administration (CPCCA) and awarded to the South Central Criminal Justice Supervisory Board (SCCJSB), a regional criminal justice planning unit.

The impetus for the creation of the project category came from many sources, two of which were certainly major driving forces. As the economic crisis continues to affect the functioning of our municipal governments, the need to bring to an optimal level the utilization of presently existing police department resources becomes an imperative. The

inability of local government to expend more capital (and in many cases the reduction of financial support of police services) moves us into a new era in which police organizations must explore all avenues toward maximizing the productivity of resources they now possess.

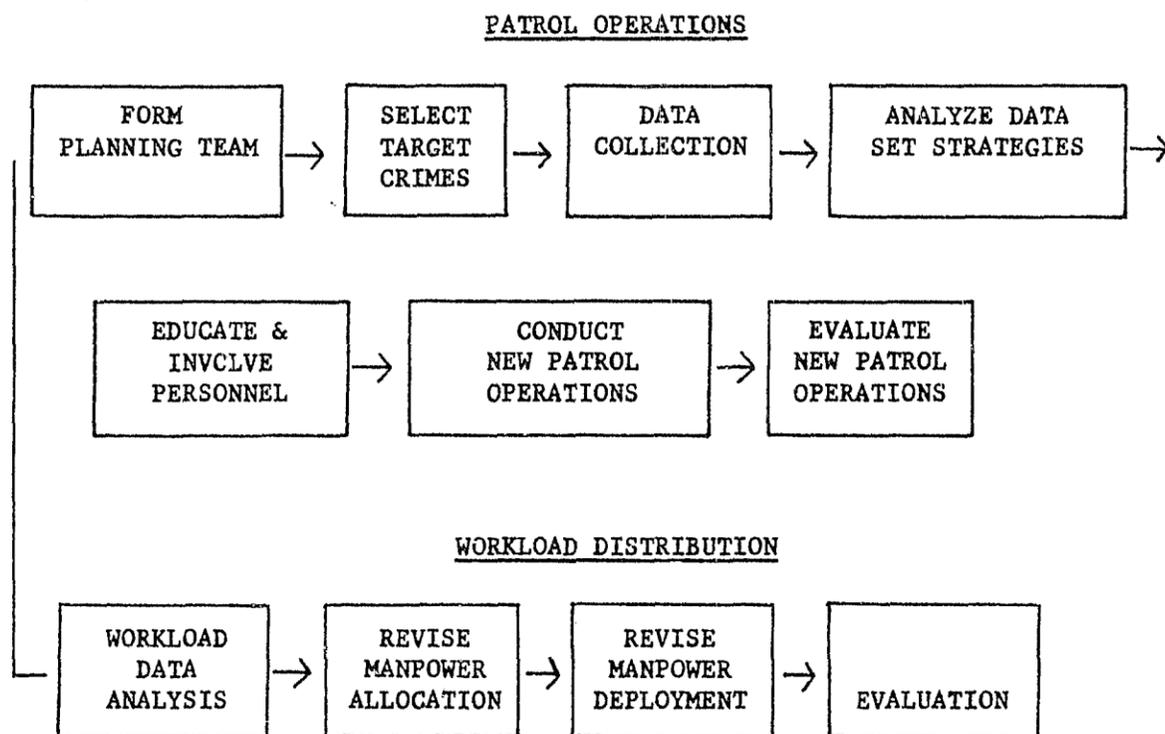
Traditional police procedures have in recent years been drawn under close examination to determine their effectiveness and begin the exploration for alternatives. The police department of Kansas City, Missouri has completed a landmark experiment designed to test the traditional beliefs held of the patrol function. The effect of random patrol on several areas, particularly the reduction of crime, has not shown to be significant. The mandate of the study is clear: we must continue to scrutinize the methods and purposes of police patrol and develop alternatives which prove more effective.

With these directions in mind, the process of the project needed definition. SCCJSB staff members, Touche Ross consultants and the police personnel who comprised the project advisory board, joined together to formulate this definition. The sections which follow this introduction detail the steps in the process, but essentially the emphasis has been on establishing a collaborative working relationship with police personnel and stressing the involvement and participation of all members of the department. The project began in two towns and has developed a core of essential elements which are transferable to many departments of small and medium size.

THE PROCESS OF THE PROJECT

The process of improvement in police operations is one in which police personnel are intricately involved. The development of the capacity of police personnel to conduct effective operational planning

is the most desired result. The illustration below represents the phases of this process. Each of these phases is described in more detail in the following sections.



A. PHASE I

FORMATION OF THE PLANNING TEAM

The preliminary step, one which often serves to set the tone of the change process in the project, is the creation of a project planning team. The participation of a wide range of individuals from within the organization was encouraged. Participation in the change effort by all elements in a police department leads to a greater commitment to and responsibility for the direction of the project.

The planning group includes supervisory and field personnel from the patrol division, as well as administration and specialized units representation. In short, the team consists of representatives from all parts of the organization which the innovation would affect.

For example, with the initiation of the project in the Milford Police Department, the Superintendent organized his team to include the following personnel: Inspector of Operations, Inspector of Administration, Captain of Patrol, Captain of Detectives, Lieutenant in charge of Records Division, Crime Prevention Officer, Police Union President and he appointed a patrolman as Crime Statistics Analyst.

The group membership does not remain stagnant; other personnel are included with the core group in decision-making meetings on a rotating basis.

The most desirable result is building the capacity of department personnel to engage in continuous operational planning and to make them self-sufficient in bringing about change.

TARGET CRIME SELECTION

One major focus of the project is the formulation of patrol strategies which will affect the rate of certain suppressable crimes. These crimes, i.e., residential and commercial burglaries, auto theft and armed robberies, are assumed susceptible to the influence of the presence of a policeman and it is these crimes which have been selected by participating police departments. The selection of these target crimes is influenced by a department's perception of the concerns of the community for safety and law enforcement. Smaller communities may have different concerns than larger cities. Some towns have chosen vandalism, bicycle theft and traffic accidents as crimes for analysis while others were concerned about armed robbery, auto theft and commercial burglaries. Most departments in the project began with a selection of a few categories and have added others as the project progressed. Once the selection of crimes is complete, it is necessary to choose the elements which would prove most practical in the development of patrol strategies. These elements would vary by crime type, but might be, i.e., time of day, day of week, victim (person, type of building, type of auto, etc.), point and method of entry, known suspects' description, and other similar classifications. The elements chosen were judged useful in the determination of patrol strategies.

B. PHASE II

CRIME DATA COLLECTION

The selection of target crime categories and their elements leads immediately into the initiation of the data collection function. The task of data collection is a continuous effort in providing the planning team with accurate and timely crime specific information. There is both process and product in this effort.

Data collection is done manually and or with the aid of an automated system. The South Central region police departments are fortunate to have the services of CIRRS (Case Incidental Regional Reporting System), from which a variety of information can easily be retrieved. Manual data collection consists of reading case reports as timely as possible and extracting crime element information, structuring it in a usable form. It is important that data collection keep pace with the needs for this information by the planning team.

Each department had to determine who within their ranks would have the responsibility for this

function. In South Central departments, a variety of solutions were found, i.e., Hamden's Police Planner has this responsibility, Milford has appointed a patrolman as Crime Statistics Analyst, and North Haven has divided the function among several sworn and civilian department personnel.

The products of data collection are usable informational and planning tools. A "profile" of each crime is composed from the data which gives an aggregate picture of the elements in that crime. A crime "trend" report is compiled which gives an accurate representation of year to year and month to month variations in the level of crime. Simultaneously, a large scale map is maintained (using an acetate overlay technique) which displays the incidence of crime by location and time of occurrence (various colored adhesive signal dots are used to achieve this). The maps are a vital tool in patrol planning and also serve an informational function for all departments. These products: profiles, crime trends and maps, are made available to all police personnel in the department and serve the planning team in strategy formulation sessions.

Milford Police Department
Superintendent William Bull
Innovative Patrol Operations

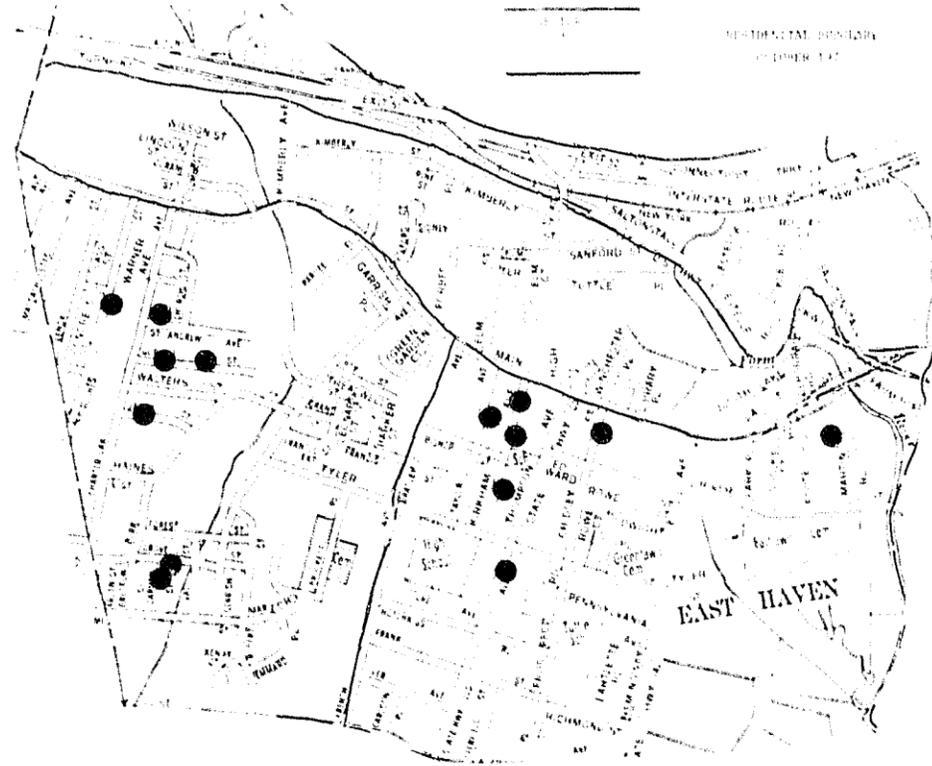
Crime Analysis Summary

* Crime	COMMERCIAL BURGLARY	* Period	JULY, AUGUST, SEPTEMBER 1975
TIME:			
DAY:	Monday 19 Offenses	MONTH:	JULY 48
	Tuesday 19 Offenses		AUG. 37
	Wednesday 11 Offenses		SEPT. 35
	Thursday 16 Offenses		
	Friday 19 Offenses		
	Saturday 19 Offenses		
	Sunday 19 Offenses		
	Weekend 2		
	Unknown 2		
TARGET:			
46 were small businesses, 18 were restaurants, 5 Large stores, 7 Industrial, 14 Offices, 14 Schools, 2 Country Clubs, 12 Gas Stations, 1 Motel, 2 Public Buildings.			
ENTRY POINT:			
23 Rear door, 27 Side door, 19 Rear window, 20 Side window, 7 Vent, 7 Front door, 4 Front window, 1 Foot 3 Wall, 6 Unknown, 1 Basement window.			
PROPERTY TAKEN:			
66 Money, 11 Office equipment, 2 Large appliances, 6 Small appliances, 7 T.V. Stereos, Radios, 7 Tools, 3 Machinery, 5 Liquor, 2 Cigarettes, 2 Jewelry, 6 Nothing Taken, 19 Other than mentioned.			
SUSPECTS:			
There were 19 W.M. suspects, 12 W.F. between 14 to 18 years, 6 between 19 to 23 years, 117 Unknown.			
MAJOR AREAS:			
From Seemans Ln. to Greens End, New Haven Ave. from Buckingham Ave. to Lindy St., Post Rd. from W. River St. to Forest Rd. to include the Holiday Inn, Gardenway Nursery, Munson St.			
There were 16 entries between 2400 and 0200, 7 between 0200 and 0400, 4 between 0800 and 1000, 3 between 1600 and 1800, 1 between 1800 and 2000, 1 between 2000 and 2200, 3 between 2200 and 2400, and 11 Unknown times, 71 in addition to the above between 2400 and 0800, 1 between 1600 and 2400.			
19 Entries were on Mondays, 19 on Tuesdays 10 on Wednesdays, 16 on Thursdays, 19 on Fridays, 19 on Saturdays, 19 on Sundays, 2 on weekends and 2 at unknown times.			
NOTE: the above figures include attempts.			

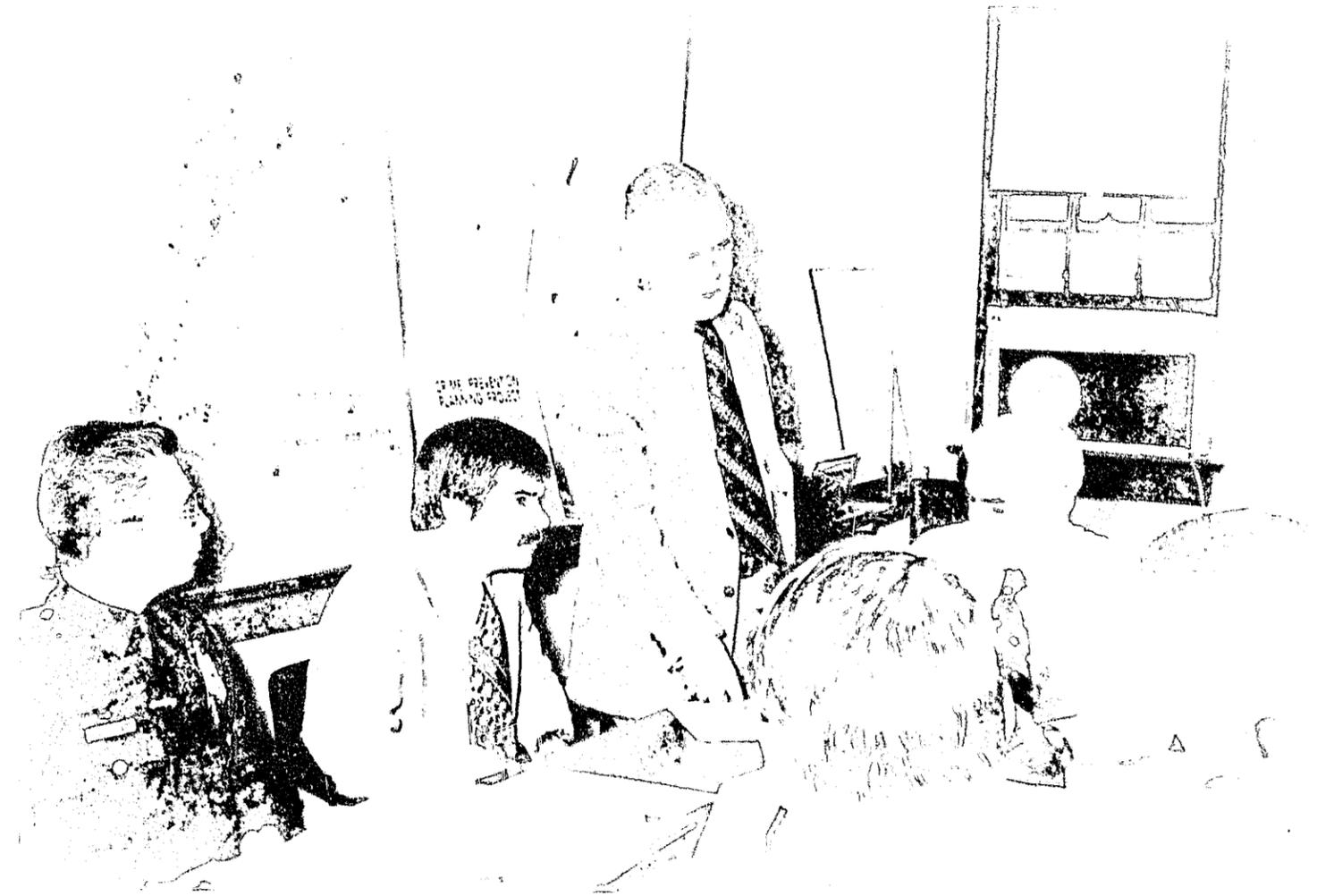
MILFORD CRIME ANALYSIS SUMMARY

COMP		ADDRESS	DAY	DATE	TIME	CODE	TYPE	INC.	POINT OF ENTRY	OBJECT	DENSITY	SUSPECTS	ARRESTS
									DOOR	WINDOW	LOW	HIGH	
									REAR	FRONT	WALL	BASEMENT	
									WALL	WALL	WALL	WALL	
									WALL	WALL	WALL	WALL	
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WEST HAVEN DATA COLLECTION WORKSHEET



EAST HAVEN CRIME LOCATION TIME MAP



THE PRODUCTS OF THE PROJECT

DIRECTED DETERRENT PATROL

Few police departments give their patrol officers any guidance or direction, in a consistent manner, in their daily patrolling activities. This condition exists primarily because an accurate picture of when, where and how crime is happening is not maintained and integrated into patrol operations planning. Officers on patrol when not handling a complaint, are ordinarily free to roam within an assigned territory even though some areas within this territory, and elsewhere in the town, have a higher probability of crime occurrence. Although traditionally apprehension oriented police personnel have begun to recognize the important function which patrol serves in the deterrence of crime.

The need for a more crime deterrent responsive patrol system was readily recognized by participating project departments. The major methodology utilized to date by South Central departments is Directed Deterrent Patrol. The concept was originally developed by the New Haven Department of Police Service and later modified by the South Central police departments. This system takes many forms because patrol operations of dissimilar size towns vary, but has as its core the replacement of a random patrol operation with one which directs patrol units to target areas at specific times on the basis of current crime data assessment.

In contrast to the traditional system, a patrolman would have detailed written instructions guiding his activities during part or all of his free patrol time. Prior to the implementation of a new patrol system it was necessary to educate all department personnel in the roles each of them would have in the operation. Continuous efforts have been made in some departments to inform and involve all departmental personnel in the process of the project. Supervisory personnel, patrolmen and dispatchers all had new and unfamiliar responsibilities to fulfill. Supervisors, for example, had to be well informed about the new procedures in order to assist their men. They also now knew exactly when and where their men were to be and what they should be doing.

METHODS

Directed Deterrent Patrol guides a patrol unit into an area where his presence will be a deterrent to crime.

HAMDEN

In one such patrol in Hamden, the objective is to reduce the opportunity for commercial burglaries. During late night hours, a patrol unit is dispatched to the target area. The officer has written instructions which define his target area, suggest strategies (such as parking his vehicle and walking around the backs and sides of buildings and checking entry points) and describe the suspect set. While he is engaged in this patrol he is not called to handle any complaints unless they are emergencies. Guidelines and procedures have been established which determine the situations in which the patrolman can abort his assignment. During all shifts, all patrol units have specific "concentration" instructions which direct them into areas of their assigned territories in which they maintain highly visible patrol until they receive an assigned complaint. Upon completion of handling the complaint they would return to the target area and continue their patrol.

BRANFORD

In Branford, a directed patrol intended to reduce the occurrence of traffic accidents uses a different method. In this case, the officer dispatches himself during a short specified time period and remains highly visible in a target area. He may park his vehicle in a conspicuous location, slow down traffic by pacing his speed (and thus affecting theirs) and might issue summonses to careless drivers. For the short period which this assignment takes he is not assigned any other tasks.

NORTH HAVEN

In North Haven, during the Halloween season, several directed patrols were initiated in order to reduce vandalism. In this method, patrolmen were not informed in advance of when the patrol was to commence. The dispatcher would radio a code which would be matched by the patrolman to one of several instruction sheets in his Directed Patrol operations notebook. The sheet would state location and outline his actions in exacting detail. Where he was to park, in which direction he was to walk and in which direction he was to drive were all prescribed by the instruction sheet.

EAST HAVEN

East Haven has implemented a system which fully directs the free patrol time of a police officer. As often as possible, at least every few days, the squad which is preparing to work a shift assesses the crime data and plans deployment strategy for the number of patrol units working. Written instructions detail the patrol unit's movements by 1/2-1 hour time periods and coordinates this movement with other units in the field. When a patrolman is assigned a complaint, he handles it and returns to the schedule of movement. Another approach used has been to split the force using some units to handle all calls while the remainder closely follows the directed instruction sheet.

MILFORD

In Milford, a deterrent patrol to reduce armed robbery is conducted using a patrol unit from a

light workload beat. With written instructions detailing time, location and suspects information, the patrolman dispatches himself on the assignment. The communications center then notifies those patrol units contiguous to the vacated beat that they should extend their patrol responsibilities to include this vacated territory. The deterrent vehicle remains highly mobile and is not disturbed by any calls to handle complaints.

WEST HAVEN

West Haven in its directed patrol operation uses floater cars which carry out written instructions detailing time and location for deterrent patrol to take place. These floater cars exist on all shifts and are used in a variety of different crime deterrent assignments.

Each town's unique approach shares the common need for well defined communications procedures, written instructions, effective supervision and a high degree of flexibility to adjust to changing crime patterns. Feedback from the officers in the field is a vital element in directed deterrent patrol. Upon completion of directed patrol assignments, the patrolman fills out a feedback sheet with crime intelligence information, memos to the crime prevention unit and most importantly his comments and suggestions for the improvement of the deterrent patrol operation. Planning team members review these suggestions and respond, often in written form, to each patrolman. A substantial increase in intra-organizational communication and cooperation is evident in many project departments.

WHICH METHOD IS BEST?

The innovative nature of the project has engendered many diverse viewpoints among project participants of its structure and effect.

There exists a difference of opinion concerning the amount of discretion that should be left with a patrolman conducting his assigned directed deterrent patrol. The viewpoints can be arranged along a continuum, the extremes of which reflect the degree of self-determined action by field officers. While one department leaves almost no choice to the officer in the time, location or strategies to be followed in the assignment, another department has decided that the field officers themselves should determine their own strategies, times and locations for deterrent operation. All departments, however, agree that the core element of crime data assessment is a prerequisite to any effective crime deterrent patrol planning.

EFFECT

The consideration of the effect of the deterrent strategies leads to a discussion among project participants of the displacement of crime. Is crime simply moved from one area or time period to another? Some feel that displacement may take place, but that it would not be a complete displacement, thus creating at least a partial reduction. Others feel that if displacement takes place it means that the strategies have had an effect on criminals and that expansion, not termination, of the operation would be appropriate. Still others feel that knowledge of displacement, facilitated by continuous crime data assessment, can be a valuable tool in reviewing and improving deterrent patrol strategies.

Directed Deterrent Patrol is a radical departure from traditional random patrol. Along with other innovative approaches to the patrol function, it must be tested and evaluated for its effect on the organizational structure of the police and its impact on crime.

MILFORD POLICE DEPARTMENT
DIRECTED DETERRENT PATROL

Date: 11/29/75 Officer Badge # 25
Crime Type: Com Burg/Armed Robbery Officer's Signature
Location: Post Road J. Connors

FINDINGS	COMMENTS
Stopped John Doe WM DOB 9/19/51 Stated waiting for friend to leave work	The assignment needs to be lengthened in time so that more attention can be given to rear area of commercial complex
1974 Blue Ford Mustang CT 21245 Parked near rear of Stop & Shop 2314 Hrs.	Suggest that patrol be extended to include Maplehill store grouping - potential targets for armed robbery at closing time
1969 Green Van Econoline CT 66412 Idling near Cumberland Farms at 2145 Hours. Operator checked. Refer to memo attached	I think that patrol instructions should include map of assignment area. It is difficult to know exactly where area covers first few nights.
Garden Center now closing at 2100 Hours	Not being interrupted for calls is good - it allows me to continuously patrol the area as a deterrent to criminals.

ATTENTION CRIME PREVENTION UNIT:
Several convenience stores have signs in the windows which obstruct officer's view of counter area. See reverse for list
Door lock on rear of Albrights broken, easy access to building

Officer's Signature
J. Connors

MILFORD POLICE OFFICER FEEDBACK SHEET (SAMPLE)

NORTH HAVEN POLICE DEPARTMENT

CODE
D-15

DIRECTED DETERRENT PATROL

OBJECTIVE: Reduce the occurrence of traffic accidents on Washington Avenue between Clintonville Road and Blakeslee Avenue from 4:00 P.M. to 6:00 P.M.

GENERAL INSTRUCTIONS: Observe traffic, assist traffic when necessary make apprehensions for motor vehicle violations.

ACTIVITY #	LOCATION:	ACTIVITY:
1	Wash. Ave. & Clintonville Road	Park for 1/2 hr. in the entrance driveway of St. Barnabus Church on Washington Ave. 4:00 P.M. 4:30 P.M.
2	Petro Lane & Washington Avenue	Park in North driveway of old Rade service station for 15 minutes. If necessary leave car and assist traffic entering Washington Avenue from Lincoln Street and McDonalds. 4:30 P.M. 4:45 P.M.
3	Franklin Street & Washington Avenue	Park in exit driveway of Thrifty's close to north curb for 1/2 hour. Leave car for part of the time to stand on corner of Franklin Street to assist with traffic. If necessary walk to Post Office driveway to eliminate traffic problems. 4:45 P.M. - 5:15 P.M.
4	George Street & Washington Avenue	Park in driveway of Citgo on the extreme north side close to curb for 15 minutes. Observe traffic, violations at the light at shopping center. 5:15 P.M. - 5:30 P.M.
5	Blakeslee Avenue Washington Avenue	Park for 15 minutes in south exit driveway of Burger Chef restaurant for traffic observations. 5:30 P.M. - 5:45 P.M.
6	Washington Avenue from Clintonville Road to Blakeslee Avenue	Patrol area for 15 minutes, if needed station yourself at any one of the traffic posts.

WRITTEN BY: TIME OF RUN: 2 Hrs. APPROVED FOR FIELD USE:

J. J. Blalock Det. Sgt. B. H. B. Smith

NORTH HAVEN PATROL OFFICER DIRECTED PATROL INSTRUCTION SHEET

WEST HAVEN POLICE DEPARTMENT

DIRECTED DETERRENT PATROL

CRIME TYPE: Commercial Burglary

Beat # 4 Date 7/75 - 11/75

NOTE: A patrolman involved in a Directed Patrol is not to be interrupted from his designated activity except for the following conditions:

1. The patrolman observes an on-site violation which requires immediate response.
2. The patrolman is required to provide back-up assistance to an emergency call when other units are not available.

TIME: 2100 hours and 0200 hours

LOCATION: Lower Campbell Avenue, starting at Noble Street down to CPT. Thomas Boulevard to Savin and Washington - Cpt. Thomas Parkade

TACTICS: Beat #4 patrolman will park vehicle, (green lights on) and proceed on foot to check all stores in area. You will be equipped with walkie talkie and flash light. Hand-check all doors and windows (front, rear, side) of each store. If you find an open door or any sign of illegal entry, call for, and wait for back-up unit.

COVERAGE

UNITS: Beat #24 extend coverage to include responsibility for Beat #4 West of Campbell

Beat #21 extend coverage to include responsibility for Beat #4 East of Campbell

WEST HAVEN PATROL OFFICER DIRECTED PATROL INSTRUCTION SHEET

WORKLOAD ANALYSIS

The second major component of the project is an assessment of manpower resource needs in relation to police service workload. A system has been developed which can provide police management personnel with accurate data concerning the distribution of their town's police service workload by time of day, day of week and location. Computer programs have been written which have as their input CIRRS dispatch cards which have been coded with census bureau tract/block numbers. The programs produce several reports, including workload of minutes of police service by block and by beat, by shift, by day of week, by hour of the day and in some cases, by neighborhood.

The data is used in the planning of improvement in two manpower resource areas: deployment and allocation.

MANPOWER DEPLOYMENT

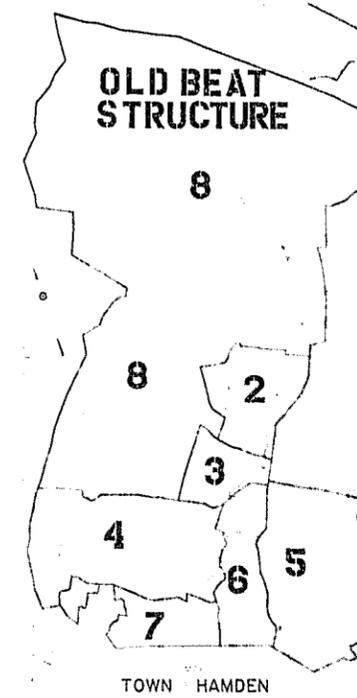
A beat structure has been the traditional deployment system for police patrol units. Population growth, development of new residential areas and the construction of new shopping centers often cause an imbalance in the workload of patrol units. However, many departments fail to realign their beats in keeping with shifting workload concentrations.

Workload concentration very often changes by time of day, day of week and season, causing beat structures to become severely unbalanced and detrimental to effective crime prevention and calls for service responsibilities. Improvement of present deployment systems is an urgent requirement in many police departments.

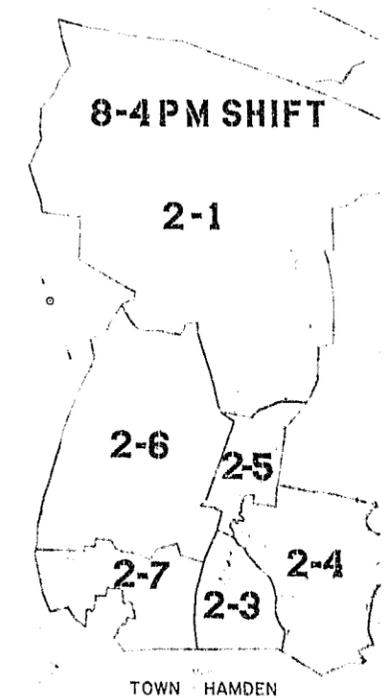
With the use of the computer-generated data several South Central towns have implemented striking revisions in their deployment systems. Hamden has developed and implemented a different beat structure for each shift and has further directed officers into certain heavier workload areas of their assigned beats during those shifts. West Haven has redesigned its beat structure to balance the workload among beats and has instituted a "floater-car" system in which designated cars on different shifts can be moved to heavier workload areas. East Haven has moved toward a no-beat system instituting fully guided patrols based on workload and crime distribution by neighborhood. This system guides patrol units by location and time to effectively respond to calls and fulfill crime prevention responsibilities. Shoreline towns, such as Milford and Branford, are considering the development of alternative deployment plans for the summer season.

HAMDEN WORKLOAD ANALYSIS

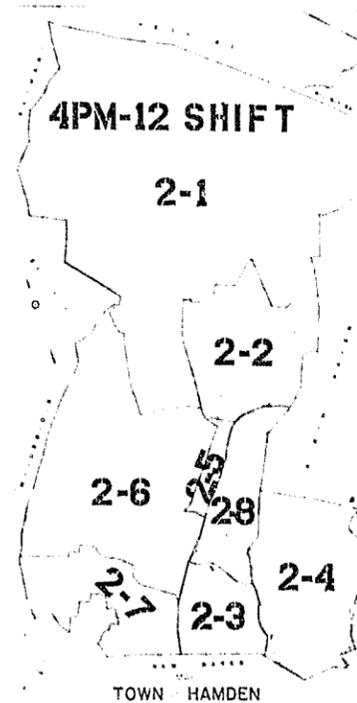
WORKLOAD BY BEAT		
BEAT	MINUTES OF WORKLOAD	PERCENT OF TOTAL WORKLOAD
2	5,378	8.1
3	11,172	16.9
4	11,449	17.3
5	4,727	7.2
6	11,390	17.2
7	9,852	14.9
8	12,201	18.4
	<hr/> 66,169	<hr/> 100.0%



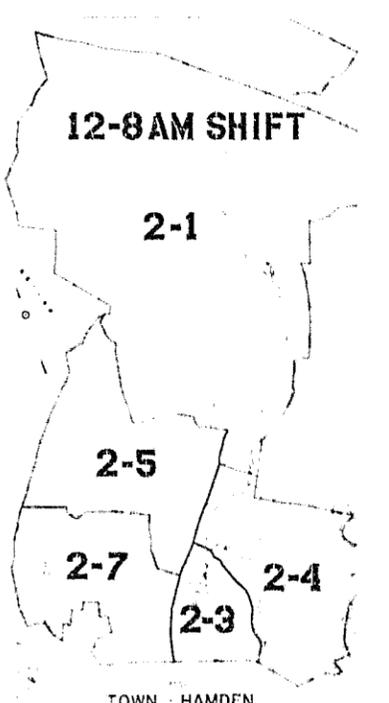
FORMER BEAT STRUCTURE FOR ALL THREE SHIFTS



NEW BEAT STRUCTURE — 8-4 PM SHIFT



NEW BEAT STRUCTURE — 4-12 PM SHIFT



NEW BEAT STRUCTURE — 12 -8 AM SHIFT

EAST HAVEN POLICE DEPARTMENT
 WORKLOAD DISTRIBUTION BY SHIFT
 PERIOD: MARCH AND JUNE, 1975

	Amount of Minutes of Police Service	% of Total
First Shift	8,956	16.7%
Second Shift	18,356	34.1%
Third Shift	26,463	49.2%
TOTAL MINUTES	53,775	100 %

MANPOWER ALLOCATION

Many police departments, through tradition, union constraints, scheduling difficulties or for other reasons, maintain an inappropriate number of men on fixed shifts. Often a department has an equal number of men on each shift although the amount of workload varies, sometimes dramatically, by time of day, day of week and season. Budget restrictions often preclude the addition of more manpower, necessitating an improved utilization of existing resources.

Police management personnel in the project use the computer reports which describe the temporal distribution of workload to determine the amount of manpower needed by shift and day.

Major improvements in manpower allocation have been implemented by project participants. Some changes were difficult to enact without union cooperation but the emphasis throughout the project has been on management-union cooperation in problem solving.

Hamden has moved patrol personnel from the midnight shift to the 4-12 shift and uses its over-

time account to supplement the 12 midnight - 2 a.m. heavy workload period on selected days. Where it once had an equal number of men on each shift, it now has a larger complement working from 4 p.m. - 12 p.m. and fewer working from 2 a.m. - 8 a.m.

Milford has begun to examine the possibilities of creating a new shift which covers the heavier workload period of 6 p.m. - 2 a.m.

East Haven has determined that through improved scheduling techniques, the number of patrolmen scheduled to work could correspond to shifts and days with a heavier workload.

Other South Central departments have developed plans to initiate new "special squads" which, because of their specialized function, would not be governed by union requirements. Examples of this would be a "Traffic" squad or "Crime Prevention" squad.

All of these alternatives: reassignment of personnel to another shift, the creation of new shifts, the improvement of scheduling, the use of overtime pay and the creation of special squads, are effective routes to the improvement of manpower allocation.

DATE: 12/06/75 MILFORD POLICE DEPARTMENT PERIOD: 9/15/75 - 11/09/75
 WORKLOAD BY HOUR/BEAT

TIME	CODE	BEAT 01	BEAT 02	BEAT 03	BEAT 04	BEAT 05	BEAT 06	BEAT 07	BEAT 08	BEAT 09	TOTALS
1601 - 1700	P	1,599	608	1,883	601	1,315	992	877	684	1,008	9,567
	S	0	0	2,374	0	21	0	25	0	0	2,420
1701 - 1800	P	1,585	491	811	526	1,744	928	1,036	600	573	8,294
	S	0	0	792	0	0	0	0	0	0	792
1801 - 1900	P	1,131	1,012	971	757	1,072	701	754	863	745	8,006
	S	0	0	0	0	0	0	0	0	0	0
1901 - 2000	P	1,834	956	2,512	1,210	804	568	654	550	743	9,831
	S	74	0	46	0	0	0	18	0	31	169
2001 - 2100	P	1,718	690	1,604	1,725	1,663	1,192	2,349	1,140	2,074	14,155
	S	0	0	184	0	0	0	0	0	0	184
2101 - 2200	P	1,942	781	1,132	1,010	1,965	1,344	806	890	964	10,834
	S	0	0	3	31	0	3	11	0	5	53
2201 - 2300	P	1,743	701	1,578	1,885	1,066	490	980	467	1,246	10,156
	S	0	14	53	0	27	0	0	0	0	94
2301 - 2400	P	1,465	465	939	863	942	364	867	860	447	7,212
	S	0	0	51	0	0	0	0	0	0	51
TOTALS FOR THIRD SHIFT	P	13,017	5,704	11,430	8,577	10,571	6,579	8,323	6,054	7,800	78,055
	S	74	14	3,503	31	48	3	54	0	36	3,763

DATE: 12/06/75 MILFORD POLICE DEPARTMENT PERIOD: 9/15/75 - 11/09/75
 WORKLOAD BY BEAT/TRACT AND BLOCK

CODE	BEAT 01	BEAT 02	BEAT 03	BEAT 04	BEAT 05	BEAT 06	BEAT 07	BEAT 08	BEAT 09	GRAND TOTALS
BEAT TOTALS P	27,105	13,510	27,245	19,624	21,905	15,283	16,745	12,740	16,674	170,831
BEAT TOTALS S	348	71	7,318	343	103	35	191	13	338	8,760

COMPUTER PROGRAM PRINTOUT BY BEAT TIME OF DAY
 ("P" CODE --- MINUTES OF POLICE SERVICE
 "S" CODE --- INTERNAL SERVICES JAIL TRANSPORTATION, ETC.)

EVALUATION

Several levels of evaluation are necessary in order to assess the impact of the new system. Determining the effectiveness of any crime control measure is a difficult task due to the many interesting variables which can affect measurable results. While the reduction of crime may be attributable to a new patrol system, cautions must be raised, and other factors examined which may have contributed to the reduction. Such factors as seasonal differences (time of sunset and weather conditions), apprehen-

sion rates, changes in citizen reporting of crimes and a host of other influences may combine to make less clear the effect of any one crime control effort.

Nevertheless it is imperative that all attempts be made to gauge the effects of experimental programs. With these cautions in mind, a presentation of statistics gathered on a sample of directed deterrent patrols is offered below.

MILFORD

Directed Deterrent Patrol -- Armed Robbery Time --
7:30 p.m. - midnight
Area Z Period: October 15 - December 30

During this period of time a deterrent patrol was conducted in an extensive commercial area to reduce armed robbery. Normally, this season experiences an increase in robberies of stores but in this area only one robbery occurred during the deterrent patrol.

BRANFORD

Directed Deterrent Patrol -- Traffic Accidents
Time: 4 p.m. - 6 p.m.
Location: Main St. Period: September 1 - Current

Month	# of Accidents	
	Target Area	Town-Wide
June	16	84
July	10	91
August	16	88
September	8	77
October	5	74
November	3	82

HAMDEN

Directed Deterrent Patrol -- Commercial Burglary
Time: 9 p.m. - midnight
Location: State Street
Period: August 18 - September 15, 1975

Month	# of Crimes	
	Target Area	Town-Wide
May	6	32
June	3	32
July	3	33
August 1-17	2	30
August 18-31	1	30
September	0	30
October	3	19

WEST HAVEN

Directed Deterrent Patrol -- Residential Burglary
Time -- 10:00 a.m. - 4 p.m.
Location: Apartment Complex
Period: September 1-30 November 1-30

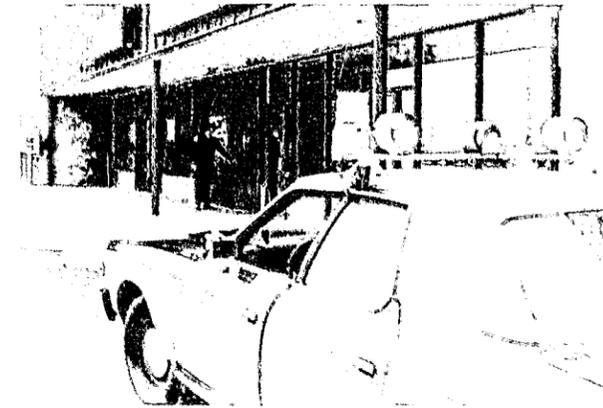
Month	# of Incidents	
	Target Area	Town-Wide
August	10	20
September	2	47
October	8	50
November	3	53

NORTH HAVEN

Directed Deterrent Patrol -- Vandalism
Time: Various Evening Times
Location: Town-Wide
Period: October 15 - November 15

Month	Year	# of Incidents
October	1974	152
November	1974	81
October	1975	109
November	1975	76

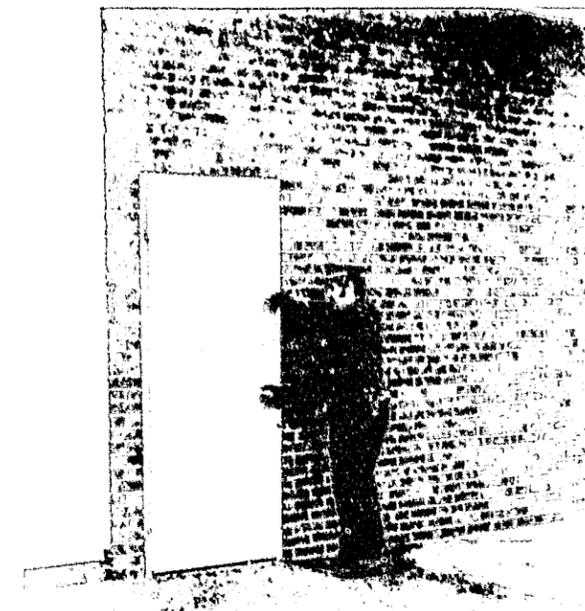
The number of patrols initiated in November 1975 was decreased after the Halloween season.



A patrol officer checks the security of a building during a directed patrol to reduce commercial burglary



A patrol officer conducts a directed deterrent patrol to reduce theft in a large shopping complex parking lot



Checking all possible entry points is part of this officer's patrol assignment

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