

DESEGREGATION TRAINING
(Delaware State Police)

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A Project Evaluation
Submitted to the
Enforcement Committee
of the
Governor's Commission on Criminal Justice

45758

by
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Monitoring/Evaluation Unit
GCCJ
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PROJECT INFORMATION

General:

Grant Number:	77-024
Grant Title:	Desegregation Training
Implementing Agency:	Delaware State Police
Project Director:	Captain Harlan Tull
Project Period:	6-1-77 to 5-31-78

Budget:

<u>Category</u>	<u>Allocations</u>	<u>Expenditures</u>
Personnel (overtime)	\$33,333	\$27,699*
Consultants	750	750
Supplies	60	60
Operating Expenses	<u>500</u>	<u>500</u>
Total	\$34,643	\$29,009
Federal:	\$31,179	
Match:	3,464	

* Delaware State Police has \$5,634 remaining from its allocated portion.

I. Introduction

In response to court ordered desegregation by forced busing of students within New Castle County public schools, the Delaware State Police sought to provide training for state law enforcement personnel in order to prepare them for any violence which might occur. It was originally thought desegregation would occur in September 1977, or January 1978 at the latest. Therefore, in December 1976 the State Police contacted all the police departments having jurisdiction in New Castle County concerning the proposed training. All gave their support and indicated they would participate if such training was provided. An application was submitted to the Governor's Commission on Criminal Justice for funds to provide the training and in February 1977, \$34,643 was awarded to the Delaware State Police for that purpose. This report will examine what was accomplished with those funds.

II. Project Performance

The application contained four performance objectives which permit measurement of the project's accomplishments. Each are hereby discussed.

Objective 1. A procedural manual, to be developed by the operational officers of all affected police agencies and covering all aspects of the police role in desegregation implementation, will be completed at least one month prior to that implementation.

According to the project director it was decided that there would be a geographic division of responsibility in regards to

desegregation operations. Therefore, no single manual for all affected police agencies was developed. A procedural manual was developed by the Delaware State Police which will be distributed to all task force members. A second manual was developed which included such things as aerial photographs and blue prints of all the schools involved, outlines of proper procedures to be followed, and appropriate contact persons within the schools. This manual is to be distributed to all State Police squad leaders.

Objective 2. At least 779 police officers will be trained for eight (8) hours in procedure and tactical aspects of desegregation response.

In June, 1977, a total of 752 police officers were provided with desegregation training. Table I provides a breakdown of the number of officers trained by department.

The curriculum for the training is provided in the Appendix on page 7. Briefly, the training was divided into two parts. The first half of the day was spent in a classroom setting with discussions of the problem and operational aspects. The second half of the day was spent on mock exercises conducted outside.

Objective 3. Twenty-three (23) magistrates will be trained in ten hours of empathy, logistic and legal training.

No money was requested or budgeted for this objective, and no formal training was developed. On a more informal basis, approximately six staff people from the courts system met with the State Police for a discussion of the possible problems associated with desegregation.

TABLE I

Police Officers Attending
Desegregation Training
by Department

Department	Number of Officers
Delaware State Police	324
Wilmington Bureau of Police	199
New Castle County Police	173
Newark Police	34
Elsmere Police	9
Newport Police	6
Delaware City Police	4
New Castle City Police	<u>3</u>
Total	752

Objective 4. Fourteen (14) constables will be trained in six hours of empathy and maintenance of order training.

No money was requested or budgeted for this objective and no activity occurred relating to this objective.

III. Project Concerns

It was unclear from the application, precisely who was to be trained. In two places, the application stated that training would be provided to all police in New Castle County. In

the budget narrative, overtime pay was requested for 833 police officers. The performance objective stated that at least 779 officers would be trained. Table 2 depicts how many officers were actually trained compared to the number proposed.

TABLE II
Police Officers Receiving
Desegregation Training

	Number of Sworn Personnel*	Number Proposed to be Trained	Number Actually Trained	Percent of Number Proposed
Delaware State	420	400	324	81%
Wilmington	271	162	199	122%
New Castle County	196	193	173	89%
Newark	42	44	34	77%
Elsmere	12	12	9	75%
New Castle City	10	10	3	30%
Delaware City	6	6	4	66%
Newport	6	6	6	100%
Total	963	833	752	90%

* According to GCCJ 1978 Comprehensive Plan

As indicated in Table II, not all the police in New Castle County were trained, and the numbers trained did not exactly concur with what had been proposed.

IV. Project Merits

It was the opinion of the evaluator that the Delaware State Police should be commended for the planning which preceded this project. Ten months before possible desegregation, the State Police foresaw that some type of training would be helpful, if not imperative. They then sought the advice of other jurisdictions which had experienced similar problems. The training to be provided was then developed in conjunction with those police departments which would be involved, as well as the Delaware National Guard and the Attorney General's office. The training provided appeared to be good. Feedback received was positive and supportive (individual participant evaluations were not completed due to the large number of attendees).

Although the performance objectives were not totally attained, the project did bring together members of the various police departments which will be involved in desegregation. There are probably many intangible benefits of just bringing these persons together. The actual impact of the training will not be known until after the desegregation plan is implemented in the fall of 1978.

V. Recommendations

Based on this report the following recommendations were made.

1. Since this training occurred in June of 1977 and desegregation will not occur until September 1978, it is recommended that a refresher course, mandatory for all police officers likely to be involved, be held in late August 1978.

2. It is recommended that the magistrates and constables also hold a desegregation training session during late August 1978.

APPENDIX A

Course Content for Desegregation Training

PART I

SUPERVISORS TRAINING ON DESEGREGATION

FIRST DAY

0800 - 0930

Captain Cochran

PROBLEM DESCRIPTION: Court order, remedy, background, legal problems, implication of desegregation on the community.
Presentation of Task Force as one police department united on common issue.

0930 - 0945

BREAK

0945 - 1030

FILM and Videotapes of desegregation in Boston and Louisville.

1030 - 1200

Chief McDaniel
Jeff. County, KY P.D.
Insptr. Jordan
Boston P.D.

SHOW AND TELL
Both lecturers were involved in desegregation in their respective areas. Will provide insight into their operation. What they did right and wrong. What you will face. Open question and answer period.

1200 - 1300

LUNCH

1300 - 1400

Discussion Leaders

Break into 7 small groups with discussion leader who should be good at role playing and creating discussion. Have someone in group record important points of the group discussion.

1. What are the problems?
2. Identify your personal feelings.
3. What do you see as your problems from supervisors viewpoint?
4. Formalize the issues onto a flipchart for reconvening in classroom critique. Want to know what problems are common to all and their solution.

1400 - 1415

1415 - 1515

Captain Cochran
Captain Tull
Other instructors?

Reconvene in large classroom and put pieces together.

1. Explain why we feel other jurisdictions failed and what we can do to solve the issues.
2. How we are going to handle personal attitudes and those of our personnel.
3. Problem solving techniques and diffusing techniques.

1515 - 1545

Captain Cochran

LITANY OF THE DISCUSSIONS

End the day with the premise that you cannot solve the whole issue of desegregation. You can only hope to cope with your role, your behavior and to be a supervisor.

SECOND DAY

0800 - 0830

Captain Cochran

Yesterday we looked at our community and other jurisdictions who had problems. Today we will explain what we will do and how we will handle it.

Introduction of Operations Officers and the concept of Task Force.

0830 - 1100
w/break at 1000

TASK FORCE OPERATIONS
OFFICERS

OPERATIONAL CONCEPTS

Presenting the Task Force Plan

1. What we will do; support units; logistics
2. This is how we will operate. A lot of planning occurred to bring us this far.
3. You will have team assignments; arrest, detention, processing, etc.
4. Procedures, organization & policy of police departments as Task Force.
5. What the forces will be doing while waiting to respond.
6. Pass out table of contents of Task Force master plan.

1100 - 1200

PANEL DISCUSSION of
Operations Officers

Panel to Discuss:

1. Continuity of regular police services while deseg is in force
2. Problem areas within operational plans
3. Question & answer period

1200 - 1300

LUNCH

1300 - 1400

GROUP DISCUSSIONS

PROBLEM SOLVING TECHNIQUES

Issue a problem to each of the 7 groups that is potentially real to our areas. Break into the small groups and solve the problem.

Groups will relate the problem to:

1. Control, accountability & response.
2. Span of control of your personnel.
3. Problem areas.
4. Methods of diffusing the heated group quickly.
5. Logistics needed for immediate & long range problem area use.

1400 - 1415

BREAK

1415 - 1500

Captain Tull

Regroup and critique of solutions to problems issued.

1500 - 1530

Cochran, et al

Wrap up of training

PART II
DESEGREGATION TRAINING
FOR
POLICE IN NEW CASTLE COUNTY

I. 1 Day Training Session for All Officers

- A. To be held in 2 sessions of 1 day each
- B. Full summer uniform to be worn
- C. Trainees work full 8 hour day - all other officers working 12 hour shifts and are paid 4 hours overtime under D.A.R.C. grant of \$34,643.00.
- D. All available logistical needs will be brought to training session.
 - 1. Jump suits for antagonists
 - 2. Pepper-foggers with smoke
 - 3. Gask masks, riot batons, etc.

II. Training Curriculum
0800 Hours - 1200 Hours

- A. Role conflict and confrontation - Captain Norman Cochran and U.S. Attorney's Office
 - 1. Statement of the desegregation problem
 - a. History and Explanation of Desegregation
 - b. Court Decision affecting New Castle County
 - c. Its Remedy
- B. Operational Aspects of the Issue - Operations Officers of the police departments involved
 - 1. In the street and in the school
 - a. How we will operate the task force
 - b. Review of policies and procedures
 - 2. Sight/Sound presentation and a film on Crowd Control
- C. Psychology of Crowd Behavior and Control - Dr. Mattarazi, W.P.D. Psychologist and other unknown consultant
 - 1. Who we are facing and Why

- II. C. 2. Show the videotapes from Louisville dealing with Desegregation Disorders.

1200 - 1300 Lunch

1300 - 1600 Task Force Maneuvers - on the field

A. Show and Tell Portion

1. Several Squads will run through maneuvers and the Trainers will explain the role that the squads will face in the disorders. Questions will be entertained during this phase.
2. The trainees will be divided into 4 task groups and run through field problem exercises. Squads run through exercise with others watching and critiquing each problem. Then reverse roles.

B. Logistics

1. Smoke and gask masks will be used in the field problem.
2. Arrest teams will practice their role before the assembled group (1 arrestor per arrest team)
3. Make sure that all equipment expected to be used in September is available for this exercise including:
 - a. Communications
 - b. Gas, gaskmasks, pepper-foggers
 - c. Overalls for Demonstrators
 - d. Bullhorns
 - e. Riot Helmets
 - f. Handout materials -- squad formations, hand and arm signals

- III. A. There should be a mock exercise for the show and tell before the training day, a dry run.
- B. Each police department needs to inventory their available equipment.
- C. Videotape cameras and still cameras should be utilized both in training and on D-Day (days). Perhaps special training is needed for personnel assigned to these duties. Polaroid cameras would be essential for stills of the arrestees.
- D. New field arrest forms must be developed for use by all police departments.
- E. Squads = 10 men; sergeant in charge w/9 men; 1 radio per squad.

IV. Training Facility and Alternates

- A. The ideal facility for this training is Agriculture Hall, University of Delaware. Classrooms of the size required can be made available. The field exercise can be held out the rear ballfield where we would not be observed by the motoring public. Sufficient eating facilities are nearby. The University of Delaware Field House is available in case of inclement weather.
- B. First Alternate Site: Christiana High School
- C. Second Alternate Site: William Penn High School and National Guard Range

77-024

Desegregation Training
Delaware State Police
6-1-77 to 5-31-78
January 1978

(\$31,179)

A. Purposes:

1. To provide eight hours of training in procedural and tactical aspects of desegregation response to at least 779 police officers from various departments within the state.

2. To develop a procedural manual covering all aspects of desegregation implementation, at least one month prior to implementation of the desegregation plan.

3. To provide ten hours of training to 23 magistrates (no funds were allocated for this).

4. To provide six hours of training for fourteen constables (no funds were allocated for this).

B. Findings:

1. In June 1977, a total of 752 (96 percent of the goal) police officers representing eight police departments were provided with eight hours of desegregation training comprised of four hours of classroom work and four hours of mock exercises conducted out-of-doors.

2. In January 1978 a procedural manual was nearly complete. The manual was very comprehensive, containing such things as aerial photographs of schools, blueprints of schools, and names of selected contact persons within each school.

3. On an informal basis, approximately six persons from the courts system met with the State Police for a discussion of the possible problems associated with desegregation.

4. No constables were provided training through this grant.

5. It was the opinion of the evaluator that the Delaware State Police should be commended for the planning which proceeded the implementation of this project. The training provided appeared to be good. Also, and perhaps most important, the project brought together members of the various police departments who will be dealing with the implementation of the desegregation plan, and there are many intangible benefits of having these persons just talk to one another.

C. Recommendations

1. Since this training occurred in June 1977 and desegregation will not occur until September 1978, it was recommended that a refresher course, mandatory for all police officers likely to be involved, be held in late August 1978.

2. It was also recommended that the magistrates and constables also hold a desegregation training session during late August 1978.

END