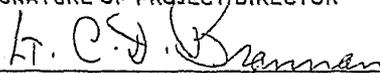


 <p align="center">U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION</p>		<p align="center">DISCRETIONARY GRANT PROGRESS REPORT</p>		
GRANTEE Division of Criminal Justice Colorado S.P.A.		LEAA GRANT NO. 75-160002-(10)- 9675-Df-D8-60023	DATE OF REPORT Nov. 30, 1976	REPORT NO. Final
IMPLEMENTING SUBGRANTEE City and County of Denver Denver Police Department		TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT Special Crime Attack Team (SCAT)		GRANT AMOUNT \$702,118		
REPORT IS SUBMITTED FOR THE PERIOD January 1, 1975 THROUGH January 31, 1976				
SIGNATURE OF PROJECT DIRECTOR 		TYPED NAME & TITLE OF PROJECT DIRECTOR C.D. Brannan, Lieutenant		

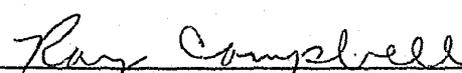
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Final Report narrative follows this cover page.

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DENVER POLICE DEPARTMENT

SPECIAL CRIME ATTACK TEAM:

A Demonstration of "Directed Patrol Procedures"

NCJRS

MAY 21 1979

ACQUISITIONS

FINAL REPORT

Project Award:

#72-DF-08-0029
#72-DF-08-0029(5-1)
#73-DF-08-0029E
#75-DF-08-0002J

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INTRODUCTION

This final report reflects operational activity of the Special Crime Attack Team during the final 13 months of LEAA support for the project. The report stresses the selection process and demographics of target areas and the crime specific impact of SCAT operations. Some detailed reporting of special operations and products of the project are also included in the report. So that this final report can "stand on its own", a brief description of the project's history and organization is also included.

FINAL RESULTS

The value of the Special Crime Attack Team to the Denver Police Department is best revealed by the Department's choice to institutionalize the project as a permanent component of the City's patrol force. SCAT has demonstrated to the entire department and other law enforcement agencies throughout the State of Colorado the benefits that can be derived from a directed application of crime analysis and a coordinated team approach to crime prevention and offense investigation.

The Special Crime Attack Team has not only been a source of extraordinary productivity in the areas of crime prevention, apprehension and constructive community relations, but has also served as a tremendous resource for personnel career development, personal growth and learning. During the three years that SCAT has received grant support, a total of 79 officers have been affiliated with the unit. Of this number, an unprecedented 33 have received departmental promotions.

The personal achievement and growth of officers serving in SCAT has far reaching implications for the entire Department. Officers promoted and transferred from SCAT and other officers transferred for purposes of career development have been subjected to intense in-service training by the mere affiliation with SCAT. Lessons learned relative to the application of crime analysis data and the construction of patrol plans rationally linked to crime problems and patrol hazards are being shared with other units and officers of the Department in a fashion much stronger than could be provided through the lesson plans of a training session.

This form of knowledge and skill transfer will ultimately be responsible for the most dynamic impact of the SCAT project on law enforcement in Denver.

PROJECT HISTORY

In 1972, the City of Denver responded to significant increases in Class I serious crimes by initiating an anti-burglary and robbery program in the Denver Police Department. Utilizing funds from the Law Enforcement Assistance Administration's High Impact Anti-Crime Program, the Denver Police Department, with the aid of the staff of the Denver Anti-Crime Council, developed a multi-faceted program to attack burglary and robbery. These two crimes had shown the largest increase of all suppressible crimes in a six year trend analysis.

To combat the problem of residential and commercial burglary, the project was designed to make use of successful innovations in police tactics and technology. The project involved the creation of a team policing unit which became known as the Special Crime Attack Team. Unlike many specialized units in other police departments, the Denver project concentrated on prevention and deterrence along with an intensified effort at investigation and apprehension. The police department was determined that this team policing effort not become identified with the suppressive policing tactics which had antagonized the citizenry in previous attempts at specific crime control in the departments around the country. To accomplish this, the department provided specialized training to the team's officers in community relations as a first step. In addition, there was built into the project as a major component, a citizen service function of the team. This included free security and prevention inspections of households and commercial establishments. Also, the team personnel established

a policy of contacting neighborhood and business groups when they initiated operations within a geographical area. They would explain the purpose and methods of SCAT, the acronym by which the project came to be known, and provided security and prevention demonstrations for these groups.

The SCAT project became fully operational in January of 1973 and completed its first year of federal funding in December of 1973. A continuation grant funded from January, 1974 through December, 1974, allowed for additional testing and refinement of the project's operational techniques. The final phase of continuation funding for the project commenced in January of 1975 and was completed by February 1, 1976. This last continuation grant facilitated the Denver Police Department's gradual institutionalization of the project through a substantial final phase buy-in to the project and a staged phase-out of project supported overtime (see Project Organization Section). The Special Crime Attack Team was totally institutionalized by the Denver Police Department on February 1, 1976.

PROJECT ORGANIZATION

The Special Crime Attack Team is a flexible team-police unit designed to deal with specific urban crime problems using a comprehensive multi-faceted approach to crime reduction. The unit is deployed in areas experiencing particular crime problems and acts as an overlay to regular police operations, focusing its efforts on reduction of the target crimes.

The SCAT team is a relatively small police unit, consisting of a commander and 42 other sworn personnel including a mix of patrolmen, detectives and evidence technicians. SCAT personnel were selected from the ranks of the Denver Police Department with selection based on proven ability in each area of expertise and on the professional opinion of the commanding officer. Team organization is flexible, allowing the team leader and his assistants the opportunity to mix personnel and tactics to meet the situation upon a daily assessment of neighborhood crime trends. SCAT is organized within the Patrol Division of the Denver Police Department. As Figure 1 indicates, the unit commander is directly responsible to the Division Chief of Patrol. Figure 1 displays the full organizational structure of the unit and reveals the precise mixture of team supervisors, patrolmen, detectives and evidence technicians. The figure also reveals the civilian staff complement of the unit. Of particular importance to the effective, directed efforts of SCAT has been the inclusion of the crime analyst as a position of this civilian staff. The analyst has routinely reviewed all crime reports submitted by line divisions from the target

areas in which SCAT was operating and extracted modus operandi and other pertinent information from the reports. He also reviewed other various reports including field contacts with specific offenses. The analyst prepared daily special reports containing summaries of crimes occurring during the past day and posted, for visual review by all sworn personnel, the trend of crime in designated target areas. The analyst facilitated, on a daily basis, the crime specific and crime directed orientation of the SCAT operation.

The activities of the unit vary with the target area being served. In general, the unit employs three major strategies: (a) prevention, (b) interception, and (c) investigation. The actual activities initiated by SCAT are dictated by the nature of the crime problem and by the community context in which the unit is operating. The highest priority is given to working directly with community members to resolve area crime problems. Each of the unit's members received 40 hours of in-service training, an additional 16 hours of seminar training each quarter and a limited amount of specialized training through on-site observation of other similar projects throughout the country.

Target areas for SCAT's operations are determined through extensive, contemporary crime analysis. The target areas are generally impacted for a 90-day period before a new area is selected. Operations, however, were shifted to a new target area for only 30 days in one instance, after SCAT presence had an immediate and total impact on crime occurrences.

As in the first two years of SCAT, overtime, at time and one-half, was paid for the personnel filling in behind the SCAT team at the district level. That is, all members of SCAT were experienced officers but new men were not recruited and trained to fill their previous positions opened due to SCAT assignments. To fill the lost patrol and investigatory strength caused by 43 assignments to SCAT, an amount of overtime equal to this loss was provided through the first two grants and distributed throughout the department. In the final SCAT grant, one-third of the overtime provided in the original and first continuation grants was eliminated (phased-out) by institutionalizing one-third of the unit's manpower. The overtime provided in the SCAT grant was gradually reduced over the life of the final continuation, so as to nullify any negative impact (both to operational efficiency and personnel morale) that any drastic cutback in overtime would have produced.

OPERATIONS

This section of the final report examines SCAT criteria for selecting target areas and then reviews the geographic and demographic dimensions of the target areas actually chosen and impacted. Following the target area descriptive material is an assessment of crime specific impact obtained through operations. The section is concluded with a review of tactics utilized by SCAT with particular emphasis placed on the crime analysis system designed and implemented by the project's analyst.

Criteria For Target Area Selection

The Special Crime Attack Team has developed through experience a general format for the selection of appropriate target precincts for SCAT operations. The application of these criteria in the overall sense must be viewed and weighed for relevancy, timeliness and feasibility, against the roles and missions assigned by the Denver Anti-Crime Council as well as the regulations, policies and requirements of the Denver Police Department and the general public needs at a given time. As mentioned in the SCAT II Program Goals and objectives for 1974, page 5:

While this scheme would be ideal (referring to a proposed operational model or assignment scheme for preplanned deployment of SCAT over the period of a year), the basic deployment determinants will be crime information analysis. Therefore, while this scheme is what we speculate will happen, SCAT may be assigned in whole or part to an area after it leaves or out of the sequence shown here, or in two or more locations at one time. The reality of deployment is subject to a variety of variables that tend to be unpredictable and the design must have some amount of flexibility.

In reviewing the numerous variables involved, SCAT grouped them in three major categories and measured the candidate target precinct characteristics against SCAT's assigned mission and objectives, as well as the tactical capability of the unit as follows:

A. Prescriptive Criteria

1. The target precinct must have a high incidence of both aggravated robbery and burglary. This high dual incidence may be a traditional characteristic of the area, or a recent development in offense trends. Precincts possessing a high incidence of one but not the other offense are not normally considered for target selection as they cannot satisfy the attainment of the assigned mission objections.
2. The target precincts should be compatible with the tactical capability and structure of the SCAT unit as organized.

Although SCAT has considerable inherent flexibility in its command, communication, patrol and investigative capabilities, there are certain types of areas where its capabilities would not be suitable for, nor compatible with, the terrain. Among these areas would be high density industrial and manufacturing zones, sparsely populated rural-urban fringe areas, and the high rise central business district areas.

SCAT's capability is most suitably directed against the densely populated residential zones that are interspersed with frequent commercial strips and shopping centers. This type of area constitutes the major portion of the contemporary urban scene.

3. The target precincts should be of appropriate size to match the tactical and command control capability of SCAT as organized. An area that is too large results in inadequate patrol and investigative coverage along with command control problems. Target precincts that are too small result in over coverage, confusion and coordination conflicts that lead to hazardous situations and are wasteful of both manpower and equipment.

SCAT's ideal area coverage ranges from a minimal area approximately one-half mile wide by a mile in length to a maximum area approximately one mile in width by a mile and one-half in length, or any other non-rectangular area equivalent to the cited gross area. This size area will usually encompass two, and more often three, precincts in the current precinct organization system within the city.

Other factors that must be considered to properly gauge the requirement, along with the geographic size of the candidate areas, are their population density, type of dwellings, commercial activity, road and street coverage and other demographic and land use characteristics of the sector.

B. Desirable Criteria

1. One of the primary desirable criteria of target precincts is that they are contiguous to one another. A target precinct block with common boundaries permits optimum control over all operations within the area, and avoids conflicts with district patrols. A uniblock target area

also avoids the uneconomical fragmentation of patrol patterns, with a single patrol unit attempting to cover several areas at a considerable distance from one another.

Similarly when contiguous precincts are selected it is possible to include the whole of a neighborhood, residences, shopping centers, commercial-industrial zone, schools and recreational areas, within the target area.

This is a highly desirable situation in countering the crime cycle. Fragmented target areas proved to be both unfeasible and uneconomical early in SCAT's activity, posing major command, control and manpower problems that seriously hampered the organization's operations.

2. Associated with the contiguous target precinct requirement is the desirability of having all the target precincts located within a single police district. This facilitates coordination and control of the proactive operations with a single departmental headquarters and permits radio operations on a single channel. If dual radio command channels must be maintained, serious control problems are immediately present and pose a hazardous situation to the operating units, and loss of control by the SCAT commander.

3. It is desirable that the operational areas selected afford well defined targets that will permit the proactive and reactive prevention and apprehension tactics directed by the SCAT II program.

4. It is also desirable that SCAT not return to the same operational area for at least one year, unless a critical crime situation so necessitates. This is to permit an examination of impact of SCAT on an area, and afford a wider targeting of SCAT operations on a variety of high target crime areas in the city.

5. It is desirable that the crime situation within the selected target precincts should be of a magnitude and nature to require at least a ninety day operation by SCAT. Shorter operational periods do not permit the full acquisition of the necessary area knowledge and intelligence sources to facilitate effective operation and, in many instances, represent an uneconomical usage of the unit's potential. If the unit remains in an area after drastically reducing the crime problem the resultant inactivity poses a morale problem.

6. In the selection of target precincts, the opportunity to effect a meaningful permanent reduction in offenses in an area is a desirable characteristic, as opposed to the area where only a temporary curtailment of crime can be expected during SCAT's tenure in the neighborhood.

C. Other Factors

Prominent among a variety of other variables which influence, may determine, or weigh heavily in the selection process are the following:

1. Sudden significant increases in the target offenses in a given area.
2. Public requests for SCAT operation by the residents of a neighborhood via petition and community or civic organizational action.

3. Media publicity directed at a critical major crime situation in a specific area that poses a particular psychological and morale impact on the general public as well as the residents of the area.

4. Command encouragement to direct SCAT's operations toward a given area as part of a department-wide anti-crime effort against a specific serious crime.

DESCRIPTION OF TARGET AREA

Target Area - Park Hill - Precincts 207 and 217

Period of Operation - January 1, 1975 through March 31, 1975

SCAT initiated operations in the Park Hill area on the first of January, 1975. Precincts 207 and 217, bordering the west edge of Stapleton International Airport, were selected as the highest combination burglary/robbery target areas in the city as of the last quarter of 1974.

SCAT had operated in Precinct 217 during a good part of 1973 and was well acquainted with the neighborhood situation. Precinct 207 differs from Precinct 217 to the north primarily in the influence of Colfax Avenue's commercial and "sin strip" exercised on the area. Both neighborhoods are primarily middle-class, residential areas with an ethnic population predominantly Black (over 90%). During operations, SCAT continued to receive excellent support from the neighborhood organizations and population as a whole.

Residential burglary was revealed to be the area's major problem, with the majority of the offenses being committed by juvenile offenders who

reside in the area. However, the continued growth of the hotel-motel strip along Quebec Street, adjacent to the airport, coupled with the expansion of the industrial and commercial complex in the northern portion of Precinct 217, have initiated changes in the pattern of crime in the area.

Robberies had become more frequent in the area with hotel/motel rooms, lobbies, parking lots and garages, and drive-in theatres being favorite targets.

Target Area - Speer-Washington Park - Precincts 406 and 410

Period of Operation - April 1, 1975 through April 30, 1975

The Speer neighborhood (Precinct 406) is one of Denver's smallest neighborhoods in area, but contains one of the largest populations (13,288) in the city.

Over 89% of the population is Anglo, less than 9% are Chicano, and the remaining 2% are Black and others. Young adults (18-34) constitute the largest age group (42%) in the population and explain, in part, the fact that over 70% of the population have resided in the area for less than five years. This very high degree of population mobility is commonly associated with social disorganization, instability and a high crime incidence.

The neighborhood education level is at the median for the city while the unemployment rate is slightly lower than the rest of the city.

Family income is only 90% of the Denver median, and 16% of the area families have incomes below the poverty level.

Over 85% of the housing in the area consists of apartment houses and other multi-family dwellings, providing a variety of burglary targets that screen the offenders' operation from view. Rental rates in the area average in the \$100-150 per month range.

Speer has almost no industrial activity and the bulk of its commercial and shopping activity is concentrated along a strip running north and south on Broadway in the western portion of the precinct.

During the Winter 1974 operation in the Speer area, considerable evidence was available indicating that a sizeable number of the offenders committing burglaries in Precinct 406 resided in the Baker area (Precinct 407) to the west. The Washington Park west neighborhood (Precinct 410), constituting the balance of the SCAT April, 1975 target area is quite similar in most respects to the Speer area to the north, with the following exceptions: Precinct 410 is approximately 35% larger in area than 406 with the bulk of the additional area devoted to industrial, warehouse and railroad yard activity. Interstate I-25 traverses this area and occupies substantial right-of-way tracts. Approximately 70% of the housing in this area is multi-family as opposed to the 85% in Precinct 406. The income level is also slightly higher than the Speer area.

Precinct 406 was the highest serious crime area in Denver for the first half of 1975. The area ranked number five in rape offenses in Denver, with 10 rapes reported between January, 1975 and April, 1975.

In burglary offenses, Precinct 406 ranked fourth from the top in the 64 precincts reporting in the city, with 245 burglaries reported between January 1, 1975 and April 1, 1975.

Although not ranked among the top ten high crime areas in Denver, Precinct 410 is in the upper third of the high burglary incidence neighborhoods in the city.

SCAT had previously operated in Precinct 406 along with 407 during January and February, 1974 with considerable success. Over 327 arrests were made, and a 25% reduction in burglary was achieved in the target area over the preceeding two month period (November-December, 1973). An 18% reduction was also scored over the 1972 baseline year. The above burglary reduction also represented a 31% (-21 cases) drop over the same period in 1975. However, at the end of two months subsequent to SCAT's departure, the burglary rate had increased 87% (+20 cases) over the last month of the SCAT operation.

Target Area - Highland-Jefferson Park - Precincts 106 and 110

Period of Operation - May 1, 1975 through July 31, 1975

The Highland and Jefferson Park areas (Precincts 106 and 110), located adjacent to each other in the northwest quadrant of Denver, are quite similar in most respects and will be described here as a single entity.

The area population totals approximately 11,000 persons. Fifty-five percent of the populace are Anglo and forty-four percent are Chicano, with the remaining one percent divided among Black and Indian.

Over 56% of the population reside in multi-family dwellings, while approximately one-half of the remaining people residing in single family homes are home owners. House valuation is less than one-half of the city average.

Unemployment is approximately at the mean for the city. The educational level is approximately one and one-half years below the city median. Approximately 28% of the total population are under 18 years of age. Average family income is 38% below the city norm and the welfare rate for the area is twice the city average. Nearly 19% of the families have incomes below the poverty level. Fifty-two percent of the population have resided in the area for less than five years.

Once again, the commonality factors of the high crime area are in evidence in this target area. A high degree of population mobility and large number of youthful inhabitants, coupled with a preponderance of multi-family dwellings, rental units, and a low income, high welfare rate, combine to place these neighborhoods in the top ten high offense areas in Denver.

Precincts 106 and 100 ranked number seven and ten, respectively (473 and 455 crimes), in Class I offenses in the first six months of 1975 of the 64 precincts in Denver. In burglary incidents, Precinct 110 ranked

third highest in the city with 246 burglaries in the January to June period. Precinct 106 ranked number 11 in Denver with 216 burglaries in the same time frame.

SCAT's last operation in the Highland-Jefferson Park area was in the Fall quarter of 1973. During this period, SCAT reduced burglary in the target area by 21% (-35 cases), over the baseline year 1972, and by 34% (-70 cases) over the preceding three month period.

In the three months subsequent to SCAT's departure, burglary climbed 24% (+32 cases) over the incidence rate during the SCAT operation in Precincts 106 and 110.

Target Area - Westwood, Marlee and Harvey Park - Precincts 412 and 415

Period of Operation - August 1, 1975 through August 31, 1975

During the latter part of July, 1975, a group of citizens residing in the Westwood neighborhood (Precinct 412), in southwest Denver, drew up a protest concerning high crime and conditions of lawlessness prevailing in their area. Some 47 residents in the area of Precinct 412 signed the protest demanding that action be taken to remedy this situation.

SCAT received orders to move into this high crime area by August first and correct the conditions cited and restore law and order in this hard-pressed neighborhood.

At this time Precinct 412 (Westwood) ranked number 5 in Class I offenses, number 2 in burglary, and number 9 in aggravated robbery.

Precinct 415 (Marlee and Harvey Park), to the south of Precinct 412, was also included in SCAT's target area, as many of the crime perpetrated in Precinct 415 were believed to originate with offenders residing in the Westwood area.

Precinct 415 ranked number 6 in the city in Class I offenses, and number 8 in burglary.

Precinct 412 is a densely populated, low income area primarily occupied by low cost single family dwellings valued at less than two-thirds of the city's mean valuation. Some 17% of its families have incomes below the poverty level and the precinct's welfare rolls are large. Unemployment levels are high and the educational level is below average. The largest age group in the population are school-age youngsters. The population of 13,540 is divided in approximately 40% Chicano, 58% Anglo, and the remaining 2% being Black, Indian and other ethnic groups.

The bulk of the nearly 800 persons residing in multi-family dwellings are concentrated in the public housing area known as the "project". This site is located in the southeastern quadrant of the precinct and is, by far, the highest crime incidence pocket in the precinct, if not the city. The Pre-Operation Target Survey indicated that close to 40% of all burglaries and 67% of the robberies occurring in the precinct in the previous two months had occurred within a three block radius of the "project area".

Precinct 415 (Marlee and Harvey Park) presents a considerable contrast to the Westwood area. It is approximately two times the size of Westwood in area and population (26,000). It is divided into a northern and southern half by a depression known as the "gulch" running east and west through the area. The affluence of the residents and their home valuation grows in direct relationship to their distance from Westwood to the north.

Precinct 415 surpasses Precinct 412 in all the socio-economic criteria cited above and is at or above the city's median in income, education, low welfare rolls, unemployment, and dwelling evaluation.

Seventy-six percent (45 cases) of the burglaries reported (59) in the two months preceding the SCAT operation occurred in the northern third of the precinct. Again, pointing up the decrease in crime as the distance from Westwood to the north increases.

Target Area - Westwood and Speer - Precincts 412 and 406

Period of Operation - September 1, 1975 through September 30, 1975

By the end of August it became apparent that the burglary situation in Precinct 415 was well under control (52% reduction), and SCAT shifted its operation in September to include Precinct 406, the number two ranking Class I offense area in the city.

Precinct 406 is approximately two miles east of 412, but its location still permitted operation on a single district radio frequency and it could be reached in a matter of minutes by using Alameda Avenue from Precinct 412.

Although Precinct 406 (Speer) is one of the smallest neighborhoods in the city, it has one of the largest populations (13,288), concentrated in the numerous apartments which constitute 85% of the area's housing. Young adult burglars predominate in 406 and concentrate their activities along Broadway and the adjacent two block strip on either side of this primary thoroughfare.

Pre-Operation Target Survey of Precinct 406 indicated a number of early morning (Midnight to 2 a.m.) burglaries in the area. Accordingly, SCAT adjusted its shift schedule to provide operational patrol during the high incidence periods to include the post midnight hours.

Target Area - Eastern Park Hills - Precincts 207 and 217

Period of Operation - October 1, 1975 through December 31, 1975

In the first week of September, 1975, while still operating in Precincts 406 and 412, SCAT initiated a comprehensive study of Denver high crime precincts to select the SCAT target area for the fourth quarter operation.

In the course of the target area selection research, Precincts 207 and 217 were very much in evidence as traditional high crime areas. The following table reflects their relative position in the top ten in high burglary incidence in Denver during the period 1971 - 1975.

Year	Precinct	Burglary Rank
1971	217	#1
	207	#6
1972	217	#1
	207	not in top 10
1973	217	#9
	207	#8
1974	217	#4
	207	#8
1975	217	#1
	207	#6

In addition to this very high ranking in burglary incidence, both Precincts 207 and 217 have also ranked quite high in aggravated robbery for 1974 and 1975.

Year	Precinct	Rank
1974	207	#5
	217	#6
1975	207	#7
	217	#4

Precinct 217 also ranked as the highest overall Class I offense area in the city at the beginning of SCAT's fall operations in October.

SCAT conducted operations in the Eastern Park Hills (Precincts 207 and 217) during the first three months of 1975 with considerable success, particularly in its last month of operation (March). Operational experience and knowhow accrued during this period was put to good use in the fall 1975 SCAT operation.

SCAT's operational area comprises one of the largest neighborhoods in Denver with a population well over 12,000. The neighborhood did a complete reversal during the 1960's from 95% Anglo to 88% Black. A net loss of 8,300 Anglos was almost replaced by a net increase of 8,100 Blacks.

The proportion of Spanish-surnamed doubled from four to nine percent of the total. The neighborhood, as a whole, is primarily a middle class residential area.

School age children comprise the largest age group, and the total is well over the city norm. This applies also to the pre-school group, which is also considerably above the city average. The above is reflected in the fact that over 90% of all households are family groups.

A gradual trend in stability has been on the increase with over two-fifths of the families now having resided in the area for over five years.

The mean educational level remains at a normal level for the city. A very small number of adults have a college education, and a minimal number of persons have no education.

Unemployment has risen during the past year to a greater degree than the city average. About 16% of the neighborhood's families are cited as living below the poverty level.

The housing situation has shifted considerably in the area in the past

three years. The majority of the area (over 66%) is occupied by single family dwellings. Most of these units are between 15 and 25 years of age. The number of renters as opposed to home owners has risen steadily until it now is well over 60% of the total housing units. A marked increase has also been noted in the number of conversions of single family units to multiple family dwellings. The level of overcrowding in this neighborhood is disproportionately large compared to the city norm.

A large number of high rise hotel/motel units have been built along the eastern edge of the operational area adjacent to Stapleton International Airport. The transient nature of the population in this zone has greatly increased the number of burglaries.

The overall prognosis for the neighborhood future is a steady decline, when ranked on the neighborhood analysis indicators. Among the factors cited as most prominent in the decline area the extensive overcrowding, high welfare rates and the high crime rate.

Target Area - Congress Park, Hale and Montclair - Precincts 304, 305, 306

Period of Operation - January 1, 1976 through January 31, 1976

The Congress Park, Hale and Montclair target area was selected for activities during the final month of SCAT's operations under the continuation grant. Crime analysis conducted during the final month of SCAT's activities in East Park Hill revealed that serious crime was making significant inroads to the neighborhood lying east of Capitol Hill. In particular, it was noted that Precinct 304 (Congress Park) was experiencing

a consistently high rate of burglary which had caused it to become the second highest precincts in Denver for burglary and fifth highest for all Class I type actions. Precincts 305 and 306, which traditionally had been reporting moderate crime rates, also were experiencing a significant increasing trend in burglary and other Class I actions. The target area is located to the immediate eastern border of the ESCORT project and, therefore, anticipated picking up some "spill-over" crime activity from the ESCORT target area.

Congress Park (Precinct 304) is an average neighborhood in size (659 acres) and one of the biggest in population (13,341), which has remained relatively stable during the 1950's and 1960's.

Almost all of the population is Anglo. Between 1960 and 1970, Anglos decreased slightly, but still account for more than 90% of the total, while Chicanos increased by nearly 600. Only 2% of the total is Black or other races.

Young adults constitute the largest age group. Elderly persons and mature adults also have much larger-than-average shares for the city. During the 1960's, young adults increased very rapidly in numbers, while all other age groups declined. With an almost even distribution between family and unrelated individual households, family households are a relatively much smaller share, and unrelated individual households a much larger share of total households than in other parts of the city. The residents have an increasingly unstable occupancy pattern. By 1970, only two-fifths had lived in the same unit for five years or more.

Hale (Precinct 305) is an average neighborhood in land area (622 acres), yet is relatively large in total population (8,966). After increasing moderately between 1950 and 1960, a small decline was experienced between 1960 and 1970.

Hale is an almost totally Anglo neighborhood, in spite of a small decrease since 1960. The Chicano population accounts for less than 3%, and Black and other races continue to account for about 2% of the total.

Middle-aged adults and young adults constitute the two largest age categories. School age children and infants are significantly below the city average, and elderly persons are significantly higher than the average. Family households are much smaller than average, and households are now almost evenly divided between families and unrelated individuals. Less people are remaining in the same home in Hale for a period of more than five years than are leaving, but stability has improved since 1960.

Hale is a relatively large neighborhood in terms of total housing units (4,505). Residential development has occurred gradually over the past three decades, however, most residential growth is attributed to construction of multi-family housing since 1960. There appears to be both replacement and conversion of single-family units into multi-family units.

Renter-occupied homes are, and have been since 1960, predominant in the neighborhood. Total, rental units have increased to approximately 60% of the total. There has actually been a small decrease in the total

number of owner-occupied units since 1960. The number of vacant units has more than doubled since 1960, yet the percentage of the total housing is about average for the city.

Montclair (Precinct 306) is near the median among Denver neighborhoods, both in total area (650 acres) and population (6,229). After increasing moderately between 1950 and 1960, the population decreased to a level below 1960.

The neighborhood is almost entirely Anglo. A decline of 460 Anglos was offset, in part, by an increase in Chicanos. Black and other races account for less than 2% of the total.

Mature adults constitute by far the largest age group and continue to rank above the city norm. Senior citizens are also disproportionately above the city norm. Families have declined to three-fourths of all households. The proportion of people living in the same residence for five years or more has increased 60%, which is an indication of residential stability.

Results of Operations by Target Area

Target Area - Park Hill - Precincts 207 and 217

Period of Operation - January 1, 1975 through March 31, 1975

SCAT was able to reduce the burglary rate in this target area during the quarter by 19 cases resulting in a 10% overall reduction from the baseline year of 1972. Perhaps more significant was SCAT's reduction of 74 cases from the preceding three month period, dropping the rate from 252 cases to 178 cases, a 29% rate reduction.

To obtain a proper perspective of these figures it should be recognized that Denver, as a whole, experienced during this same period a 25% increase in burglary over the baseline year amounting to a jump of 986 cases over 1972.

Similarly, the city reflected an increase of 3% in burglary, amounting to 164 cases over the period immediately preceding the winter (October, November, December), as contrasted to SCAT's 29% reduction for the same time frame.

Consideration should be given to the fact that SCAT's burglary reductions were made in two traditionally hard core crime areas.

However, the aggravated robbery picture was much less satisfying for this quarter. SCAT's robbery incidence in the target area was up 8 cases over 1972 (24 cases in 1972, 32 cases in 1975), reflecting a 33% increase.

SCAT was able to show a reduction in the aggravated robbery rate in the contemporary time frame, recording a 13 case decrease for a 29% reduction over the preceding three months. The city-wide aggravated robbery rate (148 cases), increased over the 1972 baseline period and approximately the same rate as the previous period (519 cases), which was up 50% over the 1974 figure, (+172 cases).

It is interesting to note in regard to SCAT's impact on aggravated robbery during the quarter, that 14 aggravated robberies in Denver, but outside SCAT's target areas, were cleared with 14 arrests by SCAT's Special Investigation Activity. Another five out-of-state aggravated robberies were cleared by arrest in the same manner.

The above does not include the 14 aggravated taxi cab robberies also cleared by SCAT in this period, also occurring outside the target area. This is one more aggravated robbery cleared than all the aggravated robberies occurring in the SCAT target precincts during the period.

Perhaps the outstanding lesson brought home during this operational period was the demonstration of SCAT's adaptability and flexibility in being able to react swiftly to a new crime threat.

The organization of the decoy unit in two days time, and its successful conduct of the taxi cab robbery mission, while the balance of SCAT's force continued on their primary anti-burglary objective, evidences the advantages of the SCAT type unit in meeting a wide variety of crime situations.

Target Area - Speer-Washington Park - Precincts 405 and 410

Period of Operation - April 1, 1975 through April 30, 1975

In March, 1975, the month prior to SCAT initiating its operation, there were 56 cases of burglary reported in Precinct 406, representing a 33% increase over the five year mean. Precinct 410 had an increase of 13% over its five year mean in March.

SCAT's operation in the target area concentrated on rigorous patrol activity in areas known to be frequented by offenders, based on the previous year's operational experience. Contact cards were made on numerous prior offenders and recent arrivals indicated by pre-operational liaison with District 4 personnel patrolling the target area. SCAT's policy of moving where the offenders are known to be was implemented in full and bars, arcades and other known haunts were visited frequently.

In the first week of operation a total of 13 burglaries were reported in the target area. In the second and third weeks, burglary decreased to 9 and 5 cases, respectively. By the last week of the operation, burglary incidents had dropped to one case every other day.

The April total for Precinct 406 stood at 16 burglaries, representing a 40 case decrease (71%) over the preceding month. Precinct 410 also had a total of 16 burglaries reported for the month of April, reflecting a 20 case drop (56%) over March.

In light of the steadily diminishing burglary incidence in the target area, SCAT initiated an evaluation of other high burglary and robbery

precincts in the city, according to its target selection criteria system.

Subsequent to SCAT's departure from the Speer-Washington Park west area, three bar and tavern owners, whose establishments were located in Precinct 406 and 410, lodged complaints against SCAT with the Denver Police Department's Staff Inspection Bureau. These drinking establishment proprietors alleged that their bar and tavern customers had been harrassed by SCAT officers entering and checking identification, claiming further that as many as eight uniformed SCAT officers entered a single bar at one time. Denver Police Chief Arthur Dill rejected the charges subsequent to the submission of the investigation and findings of the Staff Inspection Bureau in the case. The investigation revealed that SCAT officers had arrested 74 persons in the target area and 16 of them were in or near bars during the month-long operation which dropped burglaries by 40 cases from 56 cases during April in Precinct 406 (the complaints lodged concerned bars in Precinct 406).

It is interesting to note that the burglary rate in Precincts 406 and 410 during the April, 1975 SCAT operation dropped to the lowest incidence ever recorded. In the two months after SCAT's departure from the area, burglary soared 94% (+30 cases).

Target Area - Highland - Jefferson Park - Precincts 406 and 410

Period of Operation - May 1, 1975 through July 31, 1975

After a careful examination of burglary patterns in the months prior to the May operation, SCAT subdivided the area into patrol zones for concentrated activity in the high burglary area within the target area.

Special attention was given to known criminal hangouts and reputed fencing locations. Burglary occurrences followed the typical summer time pattern with particularly heavy incidence on weekends, and vacation vacated residences. An unusually large number of cases of doors left unlocked were encountered in both precincts during the period. The majority of the burglary offenses encountered were perpetrated by juveniles living in relatively close proximity to the targets.

During the first two months of SCAT operations in the Highland-Jefferson Park area, a 17% increase (+11 cases) in burglary from the same period in the 1972 baseline was recorded. A 17% decrease (-22 cases) was achieved over May and June of the preceding year 1974 and a 35% decrease (-59 cases) was noted over the two months immediately prior to SCAT's entry into the target area.

Patterns of burglary disclosed during the first two months of operation in this target area continued into July, the final month of operation in Highland-Jefferson Park.

An unusually high degree of carelessness on the part of residents in the area contributed significantly to the burglary rate. Of the 52 residential burglaries reported in the target area during the month of July, 33% (17 cases) involved unlocked doors. Five cases (33%) of the commercial and non-residential burglaries (15 cases), involved the use of pass keys. The subsequent case investigation revealed the failure of the proprietor to change locks after discharging employees who had access to the pass keys.

SCAT's three month operation in the Highland-Jefferson Park neighborhood produced a pronounced crime reduction in this traditionally high incidence area. Prior to SCAT's entry into the target area, both Precincts 106 and 110 ranked within the top ten of high crime precincts in Denver. Precinct 106 ranked fifth in the city with a total of 253 Part I offenses and Precinct 110 ranked ninth with 234 Part I offenses.

At the conclusion of SCAT's three month operation in the Jefferson Park area, rankings were as follows:

Precinct 106 dropped from number five to number 11 in the top ten (529 offenses).

Precinct 110 dropped from number nine to number 14 in rank, leaving the top ten list (508 offenses).

Total burglary offense ranking prior to the start of SCAT's operation were as follows:

Precinct 106 ranked as number six in the city (131 offenses).

Precinct 110 ranked as number five in the city with 132 offenses.

At the conclusion of SCAT's 91 day operation in this hard core high crime area, these rankings changed as follows:

Precinct 106 dropped from number six to number nine (253 offenses).

Precinct 110 dropped from number five to number seven (272 offenses).

Target Area - Westwood, Marlee and Harvey Park - Precincts 412 and 415

Period of Operation - August 1, 1975 through August 31, 1975

SCAT had conducted operations in the Westwood area during the first three quarters of 1973 with considerable success. The Pre-Operation Target survey of Precincts 412 and 415 pointed up the high incidence crime pockets and facilitated the most productive deployment of personnel in the target area.

SCAT initiated operations in the target area at 0800 hours on Friday, August 1. By 1500 hours of that day, seven hours later, 17 arrests had been made in Precinct 412.

Burglary dropped 50% in the first week of SCAT's operation over the corresponding period in the previous month in Westwood, and 86% in the Marlee-Harvey Park neighborhoods.

Only two burglaries were reported in the vicinity of the "project area" in the first three weeks of August compared to 12 cases in the preceding period.

Major patterns developing in Precinct 412 during the period reflected a preponderance of the burglaries occurring along Morrison Road running diagonally through the precinct and the residential area adjacent to it.

The 52% drop in burglary in Precinct 415 to the south resulted in an almost total void of offenses in the area immediately south of the Westwood

"project area", previously the highest incidence pocket in the Marlee neighborhood.

During the month of August, SCAT made the following arrests in and adjacent to the target area, as well as on a city-wide basis.

Precincts 412 & 415		Outside of Target Precincts	
Type of Offense	No. Arrests	Type of Offense	No. Arrests
Homicide	0	Homicide	2
Agg. Robbery	3	Agg. Robbery	5
Burglary	15	Burglary	12
Other felonies	13	Other felonies	13
Narcotics	24	Narcotics	12
Felony Warrants	12	Felony Warrants	11
Non-felony Warrants	7	Non-felony Warrants	7
Failure to appear	47	Failure to appear	8
Other misdemeanors	20	Other misdemeanors	6
Total felony arr.	67	Total felony arr.	55
Total other arr.	74	Total other arr.	21
Total arrests	141	Total arrests	76
Total SCAT felony arrests in August		122	
Total SCAT non-felony arrests in August		<u>95</u>	
Total SCAT arrests August, 1975		217	

An examination of the total Class I felony arrests in Denver for the month of August (903), against total felony arrests by SCAT (122), indicates

that SCAT made 14% of all the felony arrests in the city during August. The SCAT operational force of 44 officers comprises 4% of the city's patrol force.

Target Area - Westwood and Speer - Precincts 412 and 406

Period of Operation - September 1, 1975 through September 30, 1975

With Precinct 415 reduced to little or no criminal activity, the team maintained operations within Precinct 412, but dropped activity in Precinct 415 and added Precinct 406 to the target area. Tactical operations within Precinct 406 paid quick dividends as the burglary rate dropped 43% (25 cases) over the 1972 baseline year after 30 days of operations. The decrease was significant as it also represented a 25% (11 cases) reduction over the five year mean burglary rate for this precinct.

SCAT's continued effort in Westwood during September resulted in further reductions amounting to 20% over the baseline year. SCAT's two month operation in Westwood (Precinct 412) resulted in this neighborhood being dropped from the second highest burglary precinct in the city to the fourth ranking precinct.

SCAT had anticipated, prior to initiating its operation in the Westwood area, that it would encounter many of the same offenders that it had jailed during 1973, when it was operating in this area. Contrary to expectations, only three such arrests of the same individuals arrested in 1973 were made by SCAT.

Numerous arrests were made of the younger brothers and younger relatives of the 1973 arrestees. The conclusion to be drawn is that this area, particularly the "project area" continues to serve as an active spawning ground for an unusually large number of young criminals participating actively in serious crime throughout the city.

Target Area - Eastern Park Hills - Precincts 207 and 217

Period of Operation - October 1, 1975 through December 31, 1975

The SCAT Pre-Operation Target survey of Precincts 207 and 217 revealed that over 75% of all burglaries involved residential dwellings. Eighty-six percent of these were single family homes. The largest other single target for burglary was the hotel/motel complex with a very high incidence of room burglaries.

Unlocked doors, duplicate passkeys, and inadequate protective locking devices on doors and windows were present in over 87% of the burglaries encountered by SCAT during the fall 1975 operation period.

SCAT officers made inspections of several apartment sites, making detailed recommendations on the security improvements necessary. In the majority of these cases, no action was taken by landlords to improve the situation. In one case where seven burglaries occurred in a three week period, anyone walking through the halls could view the interior of the apartment due to the excessive gap in the door jam, which completely negated the effectiveness of the existing locks, which were at best marginally effective.

No action was taken to improve this situation. The heavy incidence of residential burglaries in the target area reflected that the majority of these crimes (over 70%) were the work of juvenile offenders. The modus operandi, items taken, footprints and other evidence all confirmed this.

SCAT's heavy patrol of alleys and back streets and extensive use of Field Contact Cards soon netted several highly active juvenile offenders, which cleared over 68 burglaries committed in the past year.

One juvenile offender was caught exiting the victim's house carrying a television. When he observed the SCAT officers, he dropped the television and ran directly to his own residence, two doors away, where he was apprehended.

Analysis of these juvenile burglary patterns revealed that in nine out of ten cases, once the pattern was plotted (using burglary data from the previous 14 months), the results showed the offender living in the center of the pattern, with the furthest target not more than four blocks from his home in any direction.

During October, 1975, the first month of the SCAT operation in the Eastern Park Hills neighborhood, SCAT reduced the burglary incidence rate by 43% (48 cases), over the preceding months. A 25% reduction was scored over the previous year (October, 1975) amounting to a decrease of 21 cases. A 17% reduction was also recorded over the October, 1972 baseline year, amounting to a 13 case decrease in burglary.

Due to the passage of time and the general increase in burglary incidents each year, a great deal more weight should be attached to reductions obtained in the previous period, and the year prior to the operation rather than the baseline, which is now over three years old.

During the month of October, 1975, Denver decreased its city-wide burglary incidence by 5% over the preceding month of September. This reduction amounted to an 82 case decrease; 59% of this city-wide decrease (48 cases) was attributable to SCAT's operation in Precincts 207 and 217.

By the end of the three month operational period in Eastern Park Hills, burglary was reduced by 182 cases over the previous three months. This reduction is equivalent to a 50% decrease. The statistics also reveal a 28% reduction over the previous year and a 17% drop from the baseline year.

During the fourth quarter of 1976, the City of Denver experienced a 318 case burglary decrease over the preceding quarter. Of these, 181 were due to SCAT's operation in Park Hills. This amounts to 57% of the case number reduction. The city's overall burglary reduction during this period amounted to a 6.6% decrease over the preceding year. SCAT was responsible for 3.7% of this city-wide decrease.

Target Area - Congress Park, Hale, Montclair - Precincts 304,305,306

Period of Operation - January 1, 1976 through January 31, 1976

During 1975, Precincts 304, 305 and 306 experienced burglary at a monthly average of 45, 27 and 30 cases, respectively. After one month of operation,

the rates had dropped to 33 for Precinct 304; 23 for Precinct 305; and increased slightly to 33 for Precinct 306. Burglary was reduced by 8% over the rate of occurrence experienced in January of 1975.

OPERATIONAL OVERVIEW

SCAT was operational for 13 months under the final continuation grant and during this time period burglary in target precincts was reduced by 14.4% over the 1972 baseline year and was decreased by 18.5% over the previous year (see Table 1). The decreases are particularly significant since the 1975 city-wide burglary rate, less SCAT statistics, was 6.9% higher than the 1974 rate and 10.9% higher than the 1972 baseline year.

As robbery reduction was always considered a secondary operational objective of the project, impact on this particular offense has not been dealt with as thoroughly as the burglary reductions. SCAT's impact on the incidence of aggravated robbery was less dramatic than its effectiveness against burglary. During the 13 months of project operation, aggravated robbery in the target precincts increased by 2.5% over the 1972 baseline year, but decreased by 15.5% over the 13 months prior to the SCAT entry into the target precincts (see Table 2). The 15.5% decrease is particularly significant since the city-wide (less SCAT target precincts) robbery rate for the 13 month period increased by 4.7%.

Table 1
Consolidated Summary of Operations
Burglary

Target Precinct	Months of Operation	Number of Burgl.	1972 Burgl. Baseline	Percent Change	Previous Year Burgl.	Percent Change
207	6	176	135	+30.1	199	-11.6
217	6	184	281	-34.5	262	-29.8
106	3	87	96	- 9.4	123	-29.3
110	3	91	68	+33.8	87	+ 4.6
406	2	49	102	-51.9	78	-37.2
410	1	16	31	-48.4	23	-30.4
412	2	69	84	-17.9	63	+ 9.5
415	1	16	33	-51.5	21	-23.8
304	1	33	38	-13.2	33	-
305	1	16	12	+33.3	23	-30.4
306	1	33	20	+65.0	33	-
Total		770	900	-14.4	945	-18.5

Table 2

Consolidated Summary of Operations - Agg. Robbery

Target Precinct	Months of Operation	Number of Robberies	1972 Robbery Baseline	Percent Change	Previous Year Robberies	Percent Change
207	6	21	24	-12.5	29	-27.6
217	6	29	24	+20.8	20	+45.0
106	3	8	2	+300.0	11	-27.3
110	3	3	4	-25.0	8	-62.5
406	2	8	7	+14.3	5	+60.0
410	1	2	3	-33.3	1	+100.0
412	2	1	5	-80.0	5	-80.0
415	1	0	1	-100.0	4	-100.0
304	1	3	3	-	4	-25.0
305	1	3	3	-	3	-
306	1	4	4	-	7	-42.9
Total	-	82	80	+ 2.5	97	-15.5

METHODS OF OPERATION

The Team Concept

The patrol elements of the unit have been divided into two-man teams. Whenever assignments are made in operational zones, two or more teams are generally assigned. During routine patrol assignments, each team is committed to a relatively small sector and there is mutual support (covering squads) during stops of known felons, suspicious vehicles and/or conducting suspect persons investigations.

One major advantage of the team concept is a psychological one. Officers on the teams are aware that they will receive immediate backup support, so they will stop suspects in highly dangerous areas. They have come to recognize that when they make a car stop, other members of the unit will respond almost immediately as backup for them. Additionally, the team tactics assisted in reducing the number of incidents requiring the use of force.

Saturation Patrol

One of the tactics utilized very heavily by SCAT has been the use of saturation patrol in high crime incidence areas. Having crime analysis to determine the location, time of day, type of premises and/or crime being committed, the SCAT supervisors have deployed their teams using saturation patrol. This technique has been specifically employed in the area of business and commercial burglaries and for residential burglaries. The success of these tactics, coupled with a heavy field interview program,

has had a fallout effect in various other crime categories even though primary emphasis was not placed upon them. Other street criminal activities have been disrupted by this activity. Basically, it is felt that heavy concentrations of visible police patrol units are a deterrent to street crime. The tactic has proven effective in lowering commercial burglary, but tends not to be as helpful in reducing crimes against persons.

Residential burglaries are a most difficult crime to combat, particularly in apartment or multiple dwellings. The prevention aspects of this project, i.e., inspections, education and citizen support, have been more productive than saturation patrol, for residential burglary.

It is also felt that saturation tactics combining foot and vehicles have been extremely productive in those areas of town where there are heavy concentrations of businesses and pedestrian crime targets. It is particularly effective in parking areas around the downtown business districts or strip business areas. Persons intent on committing crimes are readily able to spot marked police vehicles patrolling the area, and leave the scene before they have been observed by police personnel. However, when auto saturation is coupled with the use of both uniformed and plain clothes officers on foot, the patrol deterrence impact seemed most significant. This alternative saturation method (foot/vehicle mix) has been especially effective in the high street robbery areas. Because of its heavy manpower commitment, however, its employment was limited.

Pre-Planned Responses

Where crime analysis or other information indicated a high probability of

a crime occurrence, or where there was a stakeout surveillance, or similar activity, pre-planned responses were developed. Units assigned to a sector where the criminal event might occur were given specific instructions on what to do if a call for assistance came in. At their briefing, officers received "cover" instructions, and if initial apprehension failed, pre-planned search instructions were given. Pre-planning for these events speeds the processes required to coordinate a crisis situation. Officers do not have to wait for special instructions from the Sergeant. This action increases the probability of apprehending suspects, evidence, locating witnesses, and recovering stolen property.

Technical "Stakeout" - Tac II Alarm System

Several teams were routinely assigned to technical surveillances. Based upon adequate crime analysis information, certain high risk commercial businesses within a geographical zone were equipped with radio frequency alarms. The technical unit would monitor the stakeout areas and develop plans for pre-planning response. All technical stakeouts were coordinated with the unit commander, and only commercial establishments that volunteered had the equipment installed.

During the first part of January, 1975, the SCAT Tac II monitoring station was established on the 9th floor of a motel. This site provided increased range and improved reception and transmission quality.

SCAT installed twenty (20) alarm transmitters in motels, car rental businesses, small convenience stores, and restaurants. A number of these

Locations were open on a 24-hour basis and SCAT also manned the monitoring board around the clock. The policy of utilizing convalescent police officers to man the monitoring station was continued, thus preventing a manpower drain on SCAT's patrol force.

SCAT continued to operate in this site until March 1. During this time three valid aggravated robbery alarms were sounded with the apprehension of one offender on-site. This subject confessed to seven other robberies. Twenty-five false alarms were sounded during this period, most of which were due to inadvertent tripping of the alarm by employees.

Response time during this period was not up to SCAT's usual standards due to a manpower shortage preventing the assignment of officers to respond to specific locations. Response time was running anywhere from ten to 120 seconds. The district cars had the responsibility of responding to these alarms during this period.

Information received from an informant citing a security leak of the location of the alarm sites was confirmed when a list of the locations was discovered in a stolen car which was suspected of being used in an armed robbery.

Following this revelation, SCAT Tac II Alarm displaced completely out of the area to another site, locating again on the ninth floor of another motel. The 20 transmitters were relocated in three motels, two small groceries and 15 liquor stores.

During the month that followed (March, 1975), six valid robbery alarms were turned in, three of which resulted in the apprehension of the offenders. One of these involved a gun battle in which the suspect was wounded. Convalescent officers continued to man the monitoring system, with a change in hours from 8 a.m. to midnight. Again, during this period, a number of false alarms were sounded, some of which could not be explained by employee error.

Bell and Howell technical representatives responded to SCAT's request for assistance and a number of different tests were conducted. These technicians speculated that false alarms were being triggered by telephone pagers used by the telephone company or by other micro-wave transmissions. A filter was installed on the system's antenna to decrease interference. The result was a significant decrease in false alarms (-75%) during the three months following installation.

During the third quarter of 1975, the TAC II R/F Alarm System was not operational. The lack of availability of personnel from the Medical Detachment (convalescent police officers), to man the monitor station, necessitated closing the TAC II operation down in mid-June.

It is interesting to note that during the July-August period, 67 armed robberies of commercial premises occurred in Denver; 27% of these locales (18) were pre-wired to receive the TAC II R/F Alarm System and had the system in operation prior to the June close down.

Some 60 businesses in Denver had been pre-wired to receive a TAC II transmitter. Late in September the decision was made to reactivate the TAC II Alarm System utilizing the 20 transmitters available. The system was fully operational by the end of October, 1975, and during the last months of the grant, seven robberies were interrupted as a result of the alarms sounding.

Plain Clothes Patrol

Disguised officers were assigned to patrol both on foot and in cars in high robbery and burglary areas. The disguises and tactics of a civilian clothes patrol were closely supervised by the unit commander and his assistants. On occasion decoys were employed in conjunction with this unit. Backup teams of disguised officers closely supported the decoy officers. All decoy activities were first approved by the Division Chief of Patrol

Anti-Fencing Activity

Several detectives were assigned the task of occasionally working on identification, surveillance and apprehension of receivers of stolen goods. These activities were eliminated prior to the grant's final quarter of operations due to the establishment of a separate unit within the Department's Investigation Division whose responsibility was the apprehension of fences and recovery of stolen property.

Additional Tactics

There are a variety of other methods that were utilized during the course of the project. Some were:

1. Prevention Literature: Analysis of robberies and burglaries was made with the view of gleaning information on how a merchant or citizen could prevent a robbery or burglary, survive if it occurs, and assist the police in the investigation. Departmental personnel drafted a pamphlet and the city print shop produced copies in English and Spanish. This pamphlet was, and still is, being distributed by three methods:
 - a. Hand delivered to high risk robbery/burglary locations by members of the SCAT team, accompanied with a security inspection.
 - b. Mailed to security directors of large firms or to anyone who requested them.
 - c. Hand distributed by officers in contiguous commercial areas.

2. Robbery Bait Packs: A robbery bait pack, a pyrotechnic device which releases a cloud of red smoke and tear gas when activated, is disguised as a package of money that sits dormant in a cash register until lifted from its metal plate. A few minutes after activation, the device explodes, dispersing red smoke which distracts and upsets the thief, calls public attention to his action, stains the money a bright red color, and may stain his clothing and car, thus aiding in identification. Tear gas, which may force the thief to abandon the getaway car and attempt to escape on foot, penetrates

his clothing, car and money, leaving a particular odor which aids in identification.

3. Outstanding Warrant Service: Outstanding robbery and burglary warrant investigations were undertaken to provide follow-up and continuing investigations of known offenders. A great deal of felony arrests were generated through this tactic.
4. Specialized Surveillance: Specialized surveillance activities of known target areas were developed and implemented using informants, analysis of modus operandi information, and other means to concentrate police prevention and security efforts on the highly vulnerable robbery and burglary targets.
5. Crime Specific Operational Planning and Direction:
A SCAT target area data and situation display system was developed and utilized during this final year of grant supported SCAT operations. This system was designed to serve three functions in chronicling offense data in the SCAT target precincts as follows:
 - a. It provided a record and ready graphic reference for comparison of the various numbers and types of offenses that occurred in the target areas in the current time frame, and the preceding and baseline year.
 - b. It afforded both a graphic geographic calendar display of the distribution, location, and temporal occurrence of offenses in the target precincts.
 - c. It also provided a graphic planning aid for the development and direction of special tactical and patrol operations,

TAC II Alarm location, and other activities directed against identified crime cells and pockets.

The system consists of three components as follows:

- a. A Computer Printout Board (2' x 3') which contains a listing of burglary and robbery offenses in date-time sequence occurring in the SCAT target precincts. Each category (robbery and burglary) is assigned a numerical sequence. Each offense is given a number in the sequence. This SCAT number is used to identify this particular offense in all three components of the system. The printout also lists opposite the SCAT number, the case number, date and time, address, type of premises, how entered, tool or weapon used, and the type and value of the property taken the offense.
- b. The second component of the system consists of a SCAT target areas situation data board (4' x 5'). This acetate covered board is designed to accomodate the normal three month period in a given SCAT target area. Each offense as it is assigned a SCAT number on the computer printout is entered on a colored paper disc (red for aggravated robbery and green for burglary), listing the precinct of occurrence, type of offense (commercial or residential), and the SCAT number. The disc is then posted to the calendar day of occurrence. The right hand portion of the board provides space for a recapitulation of offenses occurring during the month and a comparative listing of offenses occurring during the preceding years and baseline year. Entries are made with china marking pencils or felt tip markers (on acetate cover) and changed daily.
- c. The third element of the system consists of large scale (1" to 200') black and white aerial photographs of the target precincts each measuring a yard square. The aerial photos are mounted on boards and covered with acetate to permit marking with china marking or felt tip pens. The street names and numbering system and key locations are marked on the photos in white ink, to permit rapid location of offense addresses and other sites.

When an offense is entered on the computer printout board and assigned a SCAT number, it is also precisely located with a numbered red or green pin on the aerial photo.

The patterns developed on the aerial photos make the location of specific spatial offense groupments and crime focus sites, such as halfway houses, detention sites, criminal haunts, schools and other crime origin locales readily evident. Similarly patrol patterns, decoy operations, and other tactical activity can be readily planned and graphically portrayed on the aerial photo maps.

At the end of each quarter, the printouts, acetate covering of the data board and the maps, are filed for reference and possible future use in a return to the area.

OBJECTIVE ACHIEVEMENT

The SCAT project was charged with three primary objectives which were oriented toward enhanced crime analysis and reductions in burglary and robbery. These objectives and a review of SCAT's progress toward their achievement are presented below:

OBJECTIVE I: Reduce aggravated robbery by 5% and burglary by 10% in the target areas over the 1972 baseline year.

During the 13 months of project operations, burglary in the target precincts was reduced by 14.4% over the 1972 baseline year, thereby exceeding the objective's 10% requirement. The project was not as successful in robbery suppression as the incidence of aggravated robbery in the target precincts increased by 2.5% over the baseline year of 1972. It is, however, extremely encouraging that SCAT target areas experienced a 15.5% reduction in aggravated robberies when compared to the incidence of this offense during the 13 months prior to the commencement of SCAT operations in the target precincts. Nevertheless, SCAT did fail to meet the robbery portion of the objective as set forth in the grant application.

OBJECTIVE II: Increase the clearance by arrest rate for burglary and robbery by 5% for the SCAT team in the target zone (comparison will be made to the city average for the same time period in 1972).

Burglaries in SCAT target precincts during the operational period numbered only 770 while aggravated robberies in the target precincts reached 82. The unit effected over three times as many arrests for burglary (2,375) than occurrences within the target precinct and nearly five times more arrests for robbery (401) than there were occurrences. Data linking

clearances to the offenses occurring within the target precincts are incomplete and would not, even if complete, reflect an accurate clearance accounting base since the cases cleared per arrest include many burglaries from outside the target area. Arrest effectiveness, the major concern of this objective, is more accurately measured by comparing arrest per manpower ratios between SCAT and the rest of the department. Table 3 reveals that in 1972 the Denver Police Department personnel in the Patrol, Investigative and Delinquency Control Divisions, shared a total of 2,137 burglary arrests for a ratio of 2.56 arrests per sworn officer. This ratio for aggravated robbery was .69 arrests per sworn officer. SCAT sworn personnel produced a burglary arrest to manpower ratio of 9.32 and a robbery arrest to manpower ratio of 3.20. These figures demonstrate a great deal of productivity on the part of SCAT personnel relative to apprehensions of burglary and robbery offenders.

OBJECTIVE III: Increase the effectiveness of SCAT operations by the utilization of crime analysis capability.

It is believed that the significant production of felony arrests and the subsequent decreases of serious crime within SCAT target areas were greatly influenced by the direction provided through crime analysis. The SCAT operation was a "directed patrol" program and was dependent on crime analysis from the choice of a target area to decisions governing the daily deployment of manpower within a specified target area. Crime specific consciousness and goal orientation were present in every member of the unit and became a tool utilized daily to direct operations and assess achievements. The importance of data analysis in the selection of target areas and the on-going use of the target area display system, each

described in previous sections of this report, exemplify the value that SCAT placed on crime specific data.

Table 3

Arrests Per Manpower Ratio Comparisons

Year	Sworn Personnel in Patrol, Investigative or Delinquency Control Divisions (less SCAT)	Burglary Arrests Department Wide (less SCAT)	Ratio	Agg. Robbery Arrests Department Wide (less SCAT)	Ratio	Sworn Personnel In SCAT	Burglary Arrests By SCAT	Ratio	Aggravated Robbery Arrests By SCAT	Ratio
1972 (base-line)	833	2,173	2.56/ 1	577	.69/ 1	N/A	N/A	N/A	N/A	N/A
1975	975	2,375	2.43/ 1	712	.72/ 1	43	401	9.32/ 1	138	3.20/ 1



Special Police Efforts To Protect Taxi Drivers

To The ~~Denver~~ Post:

SEVERAL RECENT national surveys have indicated Americans rate Denver among the top 10 cities in the United States.

One of the most important components in having a pleasant and agreeable city to live and do business in is having an effective and responsive police department. We of the taxicab industry are very pleased that Denver has a police department that is willing and able to make special efforts to protect the lives and property of our taxi drivers.

Denver's SCAT Unit (Special Crime Attack Team), headed by Lt. Brannon and manned by dedicated officers, has involved itself in a sustained effort to eliminate a special kind of crime—taxicab hold-ups.

The undercover decoy work these police officers willingly do is calculated to expose them to very dangerous situations. We applaud these men of SCAT and those leaders in government whose foresight and support have provided Denver with an effective and responsive police department.

JOE BILLET

Independent Drivers Assn.

WILLIAM HEBDON

Teamsters Local 435

GEORGE PIOR

Yellow Cabs

JOHN SELLENS

Zone Cabs

Denver

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SCAT

END