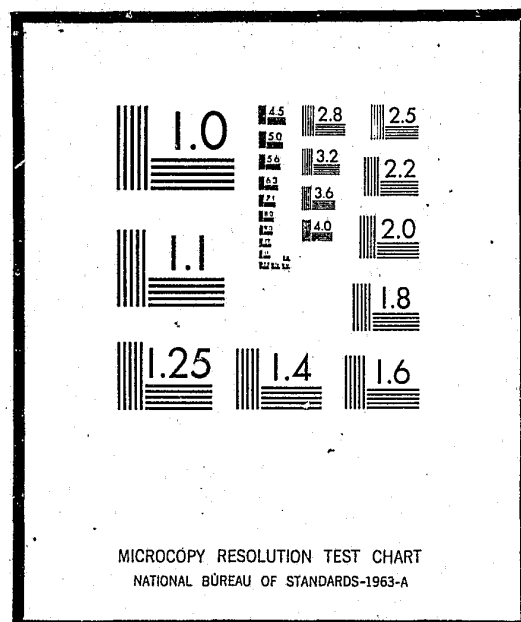


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Evaluation

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FINAL EVALUATION REPORT
of
CHESTER'S TACTICAL SQUAD

by
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Sub-grant
SE-312-73A/S

I. Introduction

Chester is a city having a population of about 56,000, covering an area of 4.8 square miles. It is a port city and has several large industries, (Sun Ship Yard, and Scott Paper Company).

The city is policed by a department of about 130 sworn personnel. The Department operates out of a dingy, delapidated building in the center of the downtown area. The organization appears to be somewhat behind the times in terms of its administrative and personnel practices. This lag has been caused by a lack of technical know-how and has been aggravated by a severe lack of funds.

One of the bright spots in the Chester Police Department is that there are several individuals in the department at the middle management level who appear to have the ability and interest to bring the department out of its doldrums. Given the correct political environment and the resources, these individuals could quickly bring the department into the mid-20th Century.

In 1972 the city of Chester had a crime rate which was among the highest in the southeast region of Pennsylvania. The burglary and robbery rates were of particular concern to the department. The department, at that time, felt that in order to control crime it would be necessary to adopt a more offensive posture. In early 1973, the Chester Police Department applied for a grant from the Governor's Justice Commission for the implimentation of a Tactical Patrol Force (TPF). The Tactical Patrol would be committed solely to street crime problems.

In mid-1973 Chester was awarded the grant. The funds cover salaries, equipment, and fringe benefits for eight policemen and one supervisor at the level of captain. In addition, funds were provided for two motor vehicles and certain communications equipment.

The TPF became operational in December of 1973. This report is an evaluation of the project through August of 1974.

II. Evaluation Procedures

In the proposal for the sub-grant the Department was not explicit in stating the goals for the program other than it was implied that the TPF would be effective in reducing crime (specifically burglaries and robberies).

A program objective of reducing crime in the city, while laudable, is quixotic and unrealistic in the short-term sense, for several reasons.

First, there is sufficient evidence now available to indicate that the use of reported statistics to measure the amount of crime that actually occurs is not valid.* It appears that only 50-60 percent of the crime that is actually perpetrated is ever brought to the attention of the police.** Thus the Chester TPF could be very effective in reducing crime by perhaps 20-30 percent, but because reported crime is inaccurate by 80-100 percent, such an improvement might not be detected.

One of the reasons that a significant amount of crime is not reported is that citizens have lost confidence in their police in the sense that they feel that the police will, or cannot, do anything effective about the crime.* Thus they do not report it. If the

* See for example, President's Commission of Law Enforcement and Administration of Justice, Task Four Report: A Report of a National Survey, Field Surveys II. Superintendent of Documents, Washington, D.C., May 1967, p.9.

** Although it may not apply to Chester itself, more recent data indicates that within Philadelphia proper, the under reporting of crime is considerably more serious than previous studies elsewhere would suggest. Apparently, only about 33 percent of the crime that is actually perpetrated is reported to the police. See National Wire Service articles, circa April 15, 1974; or Crime in the Nation's Five Largest Cities, Advanced Report, U.S. Dept. of Justice, Wash. D.C., April, 1974.

Chester TPF is successful in increasing the public's confidence in the police, then this success may have the effect of increasing the amount of reported crime.

The final reason that reported crime is not a satisfactory measure for the program is that the TPF is apparently intended to be an aggressive unit in the sense that it searches for crime. If it is successful in doing this then many of the crimes it detects may well be those which would not be reported to the police. Once again, increasing the amount of reported crime which would indicate that the TPF was unsuccessful in meeting its objective of reducing crime.

The amount of actual crime can be measured using survey techniques. However, the cost of such measurements is far beyond the resources available for the evaluation of this program.

Thus for two reasons: (a) the inaccuracy of crime statistics, and (b) the lack of demonstratable evidence showing a one-to-one correspondence of the quality of a community police force to the amount of reported crime; the use of reported crime data as an evaluation device must be dismissed.

The proposal submitted for the evaluation of the Chester program suggested a different philosophy for measuring the success of the project.

The reason that the Chester Police Department suggested the TPF program is that a TPF operation is a recognized police tactic. The justification for using tactical patrol tactic is the same as that for using any other police tactic, be it investigative, interception

patrol, or the preventive patrol tactic. It is simply a fact that no tactic exists at the present time that can be demonstrated to have a direct effect on the amount of crime occurring. Until such time that such a demonstration is available police administrators must use whatever tactics they feel are effective. Thus, resources should be made available to police administrators so they can implement such units.

From this point of view then, this program should be evaluated in terms of how well the Department implements its TPF as measured as to how well it compares to recognized tactical patrol standards.

An evaluation program based upon this approach would involve the following tasks.

The first task would be to firmly fix the type of TPF that Chester has in mind. Essentially, this means that the administration must make a clear commitment regarding the general complexion of their TPF. This, then, is the first point of evaluation: Have the resources been used as made in this commitment?

A second task is for the department to prepare a plan describing how their unit will be deployed and controlled throughout the year. This plan also contains a list of problems that must be addressed, with priorities assigned.

A second point of evaluation then is the planning that has been devoted to the expenditure of this resource. The plan would be evaluated on:

Its flexibility

The degree to which it is followed

The degree to which it is updated

The TPF uses different tactics than a conventional patrol. Therefore, the third task to be accomplished is that each department prepare a training program. The third point for evaluation then is the quality of the training. Specifically it would be evaluated for its:

pertinence

completeness

quality of instruction

effectiveness of instruction

One of the dangers of implementing units such as a TPF is that they often cause divisions within departments because, either by statement or implication, the impression is given that the TPF personnel form the elite of the department. Thus, those who are not in the unit are made to feel that they are second-class policemen. This division is often increased because the TPF units are not as closely supervised as the regular patrol, and they do not need to respond to the many non-criminal service requests, which many policemen feel does not fall in the category of police work. The magnitude of this division can be used as a measure to evaluate the department's managerial ability to implement change.

TPF's are most effective when they are assigned to specific problems (purse snatches, commercial burglaries, residential burglaries, etc.). Thus another point of evaluation is to determine the number and quality of individual problems addressed, and how many of these were successfully solved.

Another measure of operational effectiveness is the normalized arrest rate for the TPF unit, which would be compared to a similar measure for conventional patrol units.

The final point of evaluation addresses the question of whether the TPF was actually used as intended. This judgement can be made by examining the actual deployment scheme to see if it matches the geographic and temporal occurrence of crime in each of the communities.

The evaluation program, of course, must not be limited to the points suggested above. They are noted at this point only to outline a suggested approach for evaluating the program. Certainly, if this approach is to be used, a more detailed plan for evaluation would be generated which would specify the evaluation details after consultation with the Commission and the Chester Police Department.

While the use of crime and arrest statistics as measures of the effectiveness of the program has been deemphasized, such data, for a number of reasons (e.g., convention and political) cannot be ignored. Therefore, it is necessary that such data be acquired. It is equally important that some indication be obtained regarding the accuracy of this data.

In summary, the evaluation of the Chester TPF consists of three areas.

1. A pre-program evaluation of the accuracy of Chester's crime, arrest, and clearance statistics.

2. The generation of a document between the evaluator and the Chester Police Department outlining the objectives of the program and specific items and measures to be used for the evaluation.
3. The obtaining of the data and information required to make the evaluation as stated in the above document.

At this point, some nine months into the program, the first two tasks listed above have been completed. The third task is underway and that data which is available collected.

The remainder of this report discusses these matters in detail.

III. PRE-PROGRAM EVALUATION ACTIVITIES

In order that there be complete agreement between the evaluator and the Chester Police Department about such matters as to the nature and objectives of the planned program, and the specific points and measures to be used in the evaluation of the program, several meetings with the Chester Police Department personnel were held prior to the program becoming operational.

The need for firming up the program was obvious from the proposal submitted to the Governor's Justice Commission. The section on "Methods" of the proposal contained contradictory statements as to how the unit would be controlled and managed. For example:

"The eight-man squad will be directly supervised by the captain on duty, and he will be responsible to the chief of police. The mobile squad will be under the command of the Mayor." (underlining added by evaluator.)

"The work schedule will be determined by the Mayor or the chief." (underlining added)

And again in the last paragraph:

This unit may be loaned to any division or operation in the department. (underlining added)

Clearly if these statements are to be taken literally, the members of the TPF would have at the minimum, seven different bosses a situation which would certainly minimize the effectiveness of the unit.

The second area of concern to this evaluator, was the proposal was not at all clear how the unit was to be tactically deployed. Vague references in the proposal indicated the unit would be used to "reinforce police patrols in high crime areas . . . for surveillance, vice, narcotics, community relations, gang control, etc."

These pre-program meetings resulted in a document which specifically defines and/or describes how the TPF will be deployed, the problems it will address, and how it will be controlled.

In addition, a list of tasks was generated. The degree to which these tasks are accomplished by the Chester Police Department is to be the principle measure used to evaluate the Chester TPF program.

The Chester Police Department has indicated their acceptance of both the program description and objectives, and the task list.

During these pre-operational visits the accuracy of Chester's crime reporting and clearance rate was evaluated. The results of this evaluation are summarized below.

Program Description and Objectives

The Chester Tactical Unit will be crime oriented. That is, its objectives will be limited exclusively to preventing crime, intercepting crime while it is in progress, making apprehensions of the perpetrators of crime and for the control of civil disorders. Only under

unusual circumstances will the manpower of the Squad be committed for supplying police responses for non-criminal requests for service.

The unit will use a variety of tactics for preventing and intercepting crime and for apprehending perpetrators; these will include preventive and interception patrols, surveillance, community relations, initial investigations, as well as others.

It is realized that the effectiveness of the unit will depend upon, among other things, the planning of its operations in both the short and long range sense and upon its flexibility. For this reason the commander of the unit will be given the authority and hence held accountable for such matters as personnel selection, training, deployment, selection of problems and the maintenance of suitable records which can be used to review the detail activities of the unit during the course of the program.

Evaluation Procedures

The evaluation of the Chester TPF program will be made upon the degree to which the following tasks are accomplished.

I. Management

- A. Development of a plan for the general deployment and control of the unit.
 1. A list of problems to be addressed and priorities
 2. Flexibility of the plan
 3. The degree to which it is followed
 4. The degree to which it is updated

- B. The development of a procedure for controlling the unit in the field.
- C. The development of a procedure dispatching of units by the communications section.
- D. Moral effect of the unit on other elements of the Department

II. Training

- A. Development of training schedule
- B. Training for
 1. Pertinence
 2. Completeness
 3. Quality of instruction
 4. Effectiveness

III. Results

- A. Problems addressed
 1. Of highest priority
 2. Successful solution
- B. Generalized deployment corresponds with the temporal variation of the occurrence of crime in Chester.

IV. Records

- A. Plans and procedures
- B. Manpower deployment
- C. List of problems addressed and the results of the police response
- D. Arrest and clearance data

ACCURACY OF CHESTER'S UNIFORM CRIME REPORTING

Methodology. The means of assessing the accuracy of a city's crime reporting system consists of extracting a sample of requests for service which appear to be of a criminal nature, and examining this sample in some detail to determine if in fact a crime did occur, and if it did whether it was entered into the UCR tally.

In order to determine if there is any under-reporting of crime it is necessary to extract the sample from the point that the police first make a written record of the request for service (a radio log or complaint card). This first record contains all the information that is available at the time.

As the log or complaint card is used by the dispatcher it will usually contain some notation if the complaint clerk has any indication that the request for service is of a criminal nature.

The accuracy of a department's clearance rate can also be estimated - by using a sampling technique. The sample of cleared crimes is examined to see if they meet the definition of a cleared or exceptionally cleared crime.

Crime Data for Chester. A schematic outline of Chester's record system and the means by which information is entered and correlated is shown in the accompanying diagram. This system is such that it is completely impossible to assess the accuracy of Chester's UCR data.

The radio log does not contain any indication why the patrol unit was dispatched, what was the nature of the police response, nor

whether a report of the incident was generated. Thus, if patrolmen are down-grading incidents so they are not being reported as crimes, it would be impossible to detect this by examining the department records.

The second point at which incidents could be down-graded is in the records section. Only at this point is an incident number assigned to reports, and then only those which are classified as criminal are numbered. Thus once again it becomes impossible to determine whether or not a criminal event has been entered into the UCR tally.

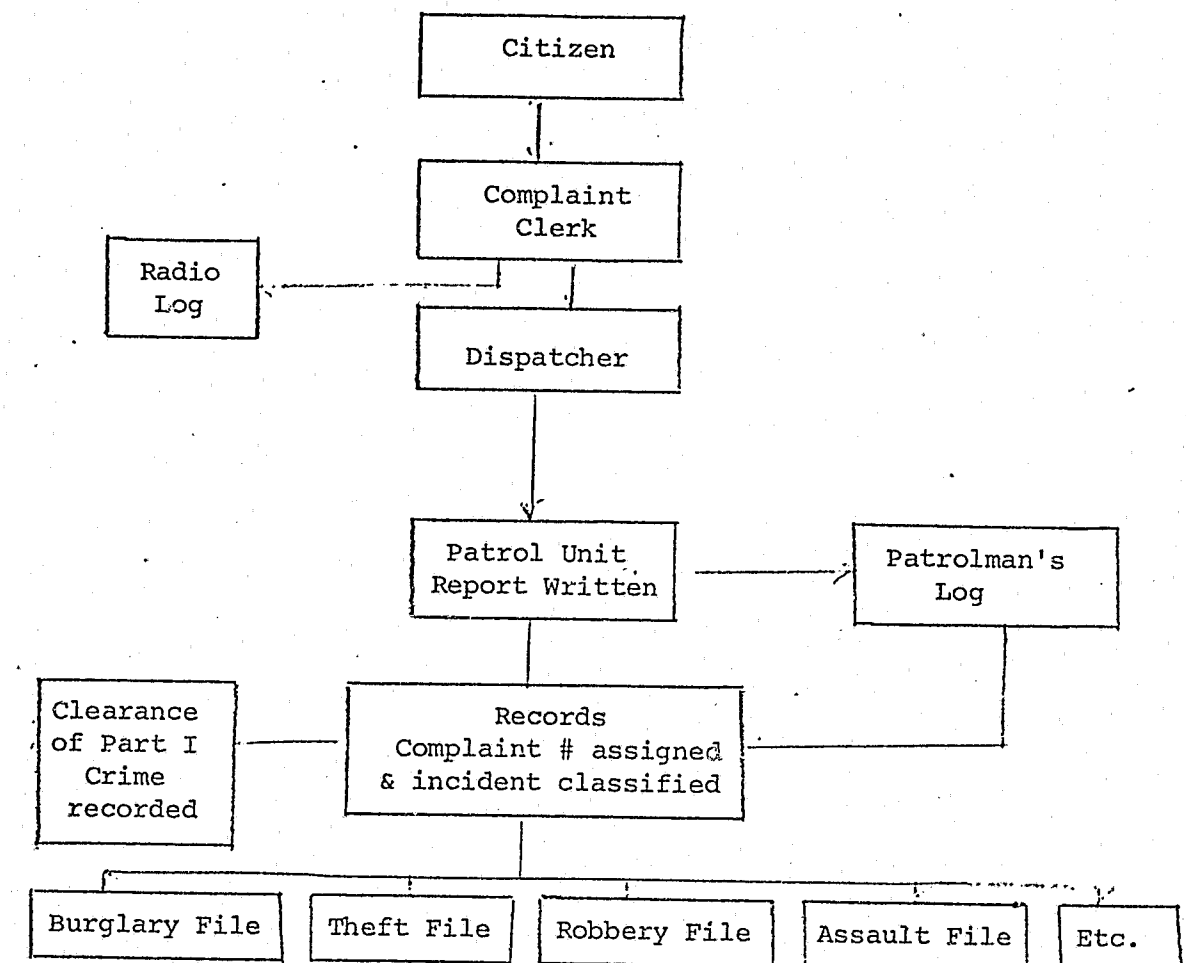
The above should not be interpreted that Chester is not keeping accurate UCR data. It is only pointing out that there is no simple way of demonstrating that they keep accurate tallies.

It should also be noted that when the above weaknesses in their system were pointed out to the Chester people they immediately took corrective action so that it would be possible to assess the accuracy of their UCR tallies in the future.

Clearance Rate. The Chester Police Department keeps a listing of only Part I crimes that are cleared. There is no means of extracting from the record system any other crime that has been cleared.

A sample of 50 crimes that were classified as cleared during the month of July, 1973 was selected for examination. Of this sample, the records of 12 of the incidents were not immediately available (i.e., they were being used in court). The remaining 38 incidents

were examined in some detail. Of these only one was found not to fulfill the definition of a cleared crime. Thus the study would indicate that the clearance data for Part I crimes at least is accurate; that is, the tally of cleared crimes is in error by only about three percent.



IV. Results

The Chester TPF has been operational approximately nine months at the time of the preparation of this report. Several of the tasks upon which the program is to be evaluated have been completed. In so far as the data and/or information is available it is displayed in the following pages.

QUALITATIVE RESULTS

I. Management

I-A. Development of a Plan for the General

Deployment and Control of the Unit. The Chester TPF is under the command of a Captain who selected his personnel from volunteers. Of particular note is that the commander generated a document prior to the deployment of the Unit which specifies how the unit will be controlled, planning tools to be used, dispatching procedures, how the Unit will interact with the other elements of the Department, and planned training (see Appendix I).

The Captain appears to have been given the responsibility and the necessary authority to deploy his Unit effectively. That is, he can deploy the Unit as he sees fit, both in a temporal and geographical sense, and can select specific problems to address.

The Commander has made full use of the flexibility inherent in his authority. The TPF has been deployed on general problems, specific problems, as a single unit, as a split unit, and at various eight hour periods during the day and week.

I-B. Control of the Unit in the Field The Commander of the TPF of course cannot always be in the field when the unit is deployed (because of administrative duties, department meetings, training, etc.). Control of the TPF under such circumstances is delegated to one of the members of the TPF. This position (deputy commander) is rotated among the members of the unit on a weekly basis.

I-C. Development of Dispatching Procedure TPF units are not dispatched by the communications section except in extreme emergencies. It is standard operating procedure that at least two TPF units will respond to all serious calls (i.e., assist an officer, crime in progress, etc.). Any additional redeployment is at the discretion of the TPF commander.

In addition, the TPF has developed its own signal code and identification code for inter-communication among the members of the unit (see Appendix I).

I-D. Morale Effect on Other Elements of the Department In the comprehensive plan document (Appendix I) this point was addressed directly. The plan outlined two approaches to minimize adverse intra-departmental conflict. The first approach was implemented prior to the TPF becoming operational. It consisted of the TPF commander explaining the priorities and purposes of the unit at a staff meeting of the Chester Police Department, and to all other personnel at roll calls.

The second approach outlined procedures for the TPF members to follow in their day-to-day interfacing with other departmental units. It also addresses the very important point of how to insure that other

units are given due credit in operational activities both in departmental reports and in news releases.

At the present time there does not appear to be any conflict between the TPF and the remainder of the department. In fact, there are indications that the interrelationships are of a very positive nature.

II. Training

II-A. Training Schedule The comprehensive plan contained the following training schedule:

- Physical Fitness - Widener College - 3 one hour sessions per week
- Survival School - FBI National Academy
- Stake-out School - Philadelphia Police Department
- Confrontation Management School - U.S. Army
- Weapons Training - Internal

As of now the only portions of the training schedule that have been met are the physical fitness and weapons. These are continuous and on-going.

The TPF is on the waiting list for the survival, stake-out and confrontation management schools. As yet no date has been set for this training.

III. Results

III-A. Problems addressed the Chester TPF have in its five months of operation, been very flexible in the variety of problems addressed. Listed below are some of their specific problems, and the results of their efforts

- December - Downtown (district 3) patrol during Christmas Season for purse snatches and robberies. During this period only one theft and one robbery were reported. The TPF arrested six individuals which cleared five major crimes.
- January - Protective stake-out of a police officer's home whose life had been threatened.
- February - Three week stake-out at Park Terrace Apartments. This site had been plagued with burglaries, auto thefts and larcenies during the previous month. No arrests were made. Intelligence information indicates the perpetrators of the previous months activities were arrested in a burglary away from the apartment complex.
- April - Extensive aid given in the search of two lost children.

There seems to be no question but what the commander of the TPF has the authority to move on any problem that he feels is trackable with the unit.

A more detailed summary of the squad activities is contained in IV-D.

III-B. Deployment Matches Temporal Variation in Crime The TPF is generally deployed from 1000 to 0300 hours Monday through Saturday. Chester does not maintain a data system on the time of crime occurrence thus it is not possible to quantitatively determine if this deployment

19

schedule matches the times when the bulk of crimes occur. However, in general, in most municipalities crimes occur in late afternoon through 0200 hours, and peaks on Friday night. The Chester TPF deployment schedule approximates this. The deployment of the TPF as early as 1000 hours is not understood by the evaluator.

IV. Records

IV-A. Plans and Procedures As commented upon previously, the TPF commander generated a document prior to the unit being committed which outlined the procedures of the unit and techniques to be used in planning deployment (see Appendix).

IV-C and IV-D. List of problems Addressed, Results, Arrests and Clearance Data. These data are summarized in the following table. (Because the TPF is not deployed in a constant geographical location, and because it does not have investigative authority beyond the initial investigation, clearance rate is not a germane performance measure for the unit.

ACTIVITIES OF TPF

Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec.

Arrests

Robbery				1	1	-	3	5				
Burglary				8	-	3	1	-				
Assault		1		7	-	-	6	3				
Auto Theft				2	-	1	-	-				
Rape					1	-	-	-				
Other				3	16	15	15	19				
Assists	10	1		17	15	25	21	32				

Other Activities

Assault	4	1			-	-	-	2				
Robbery	11	8	30	10	5	10	8	11				
Burglary	14	4	27	10	10	10	16	18				
Rape					-	-	2	4				
Homicide					2	-	-					
Theft					-	5	-	5				
Auto Theft					-	-	-					
Gun Complaints	19	4	55	25	28	10	13	25				
Prowlers	6		10	11	7	6	4	3				
Stake-outs	16	22	64	37	53	23	38	42				
Alarm, open door	3	4	17	10	-	9	18	10				
Recovered Autos	3	1	3	3	-	3	1	1				
Purse Snatch	9	2	15	3	-	2	4	3				
Misc.	18	5	27	4	3	7	9	6				
Assist an officer	24	2	32	8	9	8	12	15				
Field Interrogation	31	9	68	13	12	10	18	10				

In a summary report submitted by the TPF commander, City wide data has been compared for a comparable period of 1973 - 1974 (December through June). This is displayed in the following table.

	1973	1974
Part I Crime	2498	2236
Clearance Rate	13%	25%
Burglary		down 78 crimes
Robbery		down 37 crimes
Auto Theft		down 167 crimes
Assault		down 14 crimes
Theft		up 34 crimes
Homicide		up 4 crime

The commander points out, that among those crimes which the TPF can presumably effect (burglary, robbery, auto theft (?)), there has been a decrease of some 282 crimes, and there has been an increase in clearance from 336 to 565. He also notes that those crimes which have increased (assault, theft, homicide) can presumably not be effected by the TPF.

V. Conclusion

It would be premature to draw any but the most generalized conclusions about the Chester TPF program. At the time of writing this report the unit has been operational only about nine months, a significant portion of this time must be regarded as a shake down period.

The managerial tasks concerned with the administration and operational procedures appear well in hand. The commander of the unit is a capable leader and has apparently received sufficient authority. The mode of operation has been set and sufficient procedures developed to allow its implementation.

The morale of the unit seems extremely high. The commander of the unit and his people are eager and have a personal interest in the TPF mode of policing. The unit seems to be perfectly capable of independent operation. Officers who have this facility should be encouraged to exercise it to the limit.

It is of some importance to note that the Chester and the Norristown TPF's differ in their implementation in three major ways.

First, the Chester TPF is commanded by a captain, the Norristown TPF by a Sergeant. This difference appears to have given the Chester unit several advantages. The Chester TPF has been able to acquire a surveillance truck, and works out of a clean usable office. These resources were obtained probably because of the captain's easy entree into the office of the mayor, chief, and business leaders. Because of the commander's greater knowledge of modern police and management methods, he has successfully introduced several innovations into the unit. His rank in the department is probably a significant reason

why the TPF has been readily accepted as an institutionalized unit in the Department.

In addition, it is this evaluator's opinion that the motivation of the unit is higher in Chester. This probably results from the fact that the officers feel that they are something special being given the opportunity to work under such a high ranking, capable officer. Furthermore, it is obvious to the people in the unit that the commander has enough rank to protect them and to minimize interference from other commanding officers in the department. Such an environment is of course conducive to high motivation and risk taking.

The second difference is that Chester has eight men and a commander, whereas Norristown has only five men and a commander. This difference in manpower has allowed Chester to be much more flexible in its deployment and operations (e.g., use of split shifts).

The third difference is that Chester TPF has city wide jurisdiction, Norristown is confined to a specific area of the city. This flexibility has allowed Chester TPF a much wider range of problems from which to select. When confined to a small fixed geographical area a TPF soon becomes little more than a plain clothes patrol operation.

VI. Recommendations

First Recommendation

All the evidence available to this evaluator indicates the Governor's Justice Commission should look with favor upon a proposal to continue the Chester TPF program.

Second Recommendation

The Chester Police Department is sadly out of date in its establishment and maintenance of basic files for intelligence activities. For example, there is no formalized effort for soliciting, and indexing intelligence type information (observation of reports), in the department. The Chester TPF has seen this need and consequently started several files. Although the need has been recognized the technical expertise required is not available in the Chester Police Department.

The Chester TPF should be encouraged to continue these efforts in this area. The encouragement should extend at least to providing funds for a member of the TPF to visit several police departments with effective intelligence operations and to provide funds for a member of the TPF to attend an intelligence training course.

Third Recommendation

The Chester TPF is limited in its intelligence gathering activities because of a lack of funds for this purpose in the Chester Police Department.

It is recommended that if the program is to be continued there should be a budget item of 300-600 dollars for intelligence gathering activities. These funds should be expended and accounted for according to the LEAA guidelines.

Fourth Recommendation

The Chester TPF is active in surveillance and/or intrusion detection. These activities should be encouraged, however, the Chester Police Department has no equipment to aid in these activities.

It is recommended if the program is to be continued that the new budget contain an item which provides for the purchase of surveillance and intrusion detection equipment.

4
Appendix I
COMPREHENSIVE PLAN

CHESTER POLICE DEPARTMENT, CHESTER, PENNSYLVANIA

TACTICAL SQUAD

INDEX

Title Page	i
Index	ii
Description and Objectives	iii
Planning	1
Long Range	1
Short Range	2
Management	2
Duties of Commander	3
Procedure for Control of Squad in Field	3
Dispatching of Units by Communications	4
Inter Squad Communications	5
Signal Code	6
Tactical Squad Identification	7
Morale Effect of Squad on Other Units	7
Training	9

DESCRIPTION AND OBJECTIVES :

The Chester Police Department Tactical Squad will be crime oriented. That is, its objectives will be limited exclusively to preventing crime, intercepting crime while it is in progress, making apprehensions of perpetrators of crime, and for the control of civil disorders. Only under unusual circumstances will the manpower of the squad be committed for supplying police responses for non-criminal requests for service..

The Squad will use a variety of tactics for preventing and intercepting crime and for apprehending perpetrators; these will include prevention and interception patrols, surveillance, community relations, initial investigations, as well as others.

It is realized that the effectiveness of the Squad will depend upon, among other things, the planning of its operations in both the short and long range sense and upon its flexibility. For this reason the squad has instituted a Comprehensive Plan which is documented on the pages of this text.

We feel that this plan may meet the requirements of today's problems; However, we also feel that it is flexible enough so that future innovations and studies may require its constant updating. We hope that by its inception it will lead to pro-active rather than re-active thinking.

I. PLANNING

A. Long Range

1. The squad will institute a pin map to cover the period of one year's crime in the city. This will be started on January 1, 1974 and conclude on December 31, 1974.

a. Purpose

- 1) establish long range patterns of crime in the city. This will enable us to evaluate the procedures and the placement of the squad, according to the changing long range patterns.
2. The Squad Commander will study the annual Uniform Crime Reports in order to compare each year's statistical data for any particular crime that increases or decreases.

a. Purpose

- 1) to ascertain whether squad is having effect on certain crimes and to establish what fields of training should be increased. We hope to gain knowledge on preventative measures in stopping the increasing crimes.

B. Short Range

1. A monthly pin map will be kept to document the following eight major crimes :
purse snatching, burglary, rape, robbery, auto theft, and homicide.

a. Purposes

- 1) to keep a close watch on the locations of the monthly patterns of crime.
- 2) if certain patterns develop then the squad will be utilized to control the problem.
- 3) monthly patterns can be checked to see what effect the squad has had in the areas it is concentrating on.

2. The commander will have monthly staff meetings with the squad. This will enable him to discuss the problem areas and to incorporate the ideas and changes that may be proposed by members of the squad.

II. MANAGEMENT

- A. A commander will be placed in charge of the squad who will be responsible to the Chief of Police.

1. Duties of the Tactical Squad Commander

- a. He will constantly check the daily, monthly, and yearly reports to ascertain the critical areas where the unit should be utilized.
- b. He will make daily decisions on the problems to be addressed and the priorities.
- c. The plans of any given day will be flexible so that it can be changed by the commander at any given time.
- d. The commander will constantly attend seminars, clinics, and read police technical manuals in order to keep abreast of changing police Tactical Squad methods.
- e. He will spend as much time in the field to determine the degree to which all plans are followed.

III. PROCEDURE FOR CONTROL OF SQUAD IN THE FIELD

- A. The Squad will be under the command of the unit commander at all times.
 1. The commander will appoint one man each week and he will assume command

at all times when the commander is not on the street. He will make all decisions when the commander is not available. (NOTE: By extending this command to each member of the squad, we feel that it will make the squad more cohesive. It gives each man an opportunity to develop his leadership traits; It will give the squad a team feeling concept rather than a one man do it all, and where the commander is absent for any length of time, it will insure the continuity of functions with learned individuals.)

IV. DISPATCHING OF UNITS OF THE SQUAD BY COMMUNICATIONS

- A. The communications section will not dispatch any Tactical Squad cars unless it would be in extreme emergency.

1. Reasons

- a. Tactical Squad may be involved in stake-outs which necessitate their remaining.
- b. Squad Commander will make decision to dispatch cars of squad. (NOTE: all information or calls to squad members will be given through Squad

Commander. This will pertain to non-police related calls or messages.

c. Tactical Squad's standard procedure is to assist on all serious calls such as : assist officer, robbery in progress, burglary in progress, etc. (NOTE: at the present time the squad will be utilizing four vehicles on their tour of duty when possible and cars are available. When feasible two of the cars will be designated to respond to above calls while the other two will remain on the assignment squad is responsible for.)

B. Inter-squad communications

1. Signal Code : Along with the regular police communications code and system, a signal code was established to be used by the members of the Tactical Squad to create teamwork within the squad. This code was also established for the purpose of confidentially. These codes are used to advise squad officers that a certain crime is or may be in progress. This will alert tactical squad officers to position

themselves near the area of a possible crime that may take place but not move in. Another signal will be given to move in. This code will not be published and will only be available to the members of the tactical squad. However, we will make this code available to all command officers for the explicit purpose of having the command officers knowing what is taking place when they are on duty. The code is as follows :

Robbery.....	Signal 1
Purse Snatching	" 2
Man or Woman With Gun	" 3
Shooting	" 4
Burglary	" 5
Suspicious Person or Persons ...	" 6
Suspicious Auto	" 7
Meet Officer At	" 8
Assist Officer	" 9
Report To Headquarters	" 10
Move Into Area	" 13

C. Tactical Squad Identification

1. Cars will be identified as M1, M2, M3, M4, etc.
2. Commander on street will always be identified as M1.
3. Officers in stake-outs will be S1, S2, S3, etc.
4. When commander is not on street the officer who is in charge that week will be M1.

V. MORALE EFFECT OF SQUAD ON OTHER UNITS OF DEPARTMENT

A. In order to assure good relations with other departmental units, the squad commander will follow the following procedure :

1. Explain to all unit commanders the priorities and purposes of the unit. They should also be informed of the contents of this comprehensive plan.
2. Check periodically with all unit commanders for feed-back on problem areas and to maintain ongoing good relations.
3. Be careful of all press releases in order that they reflect favorably on other units when tactical squad and other units are jointly involved in an assignment.
4. Meet at the start of the program and explain the functions of the tactical unit to all personnel of the department at their roll calls.

5. When Tactical Squad comes upon intelligence information that is useful to other units of the department, then the squad commander will transfer this information to the interested unit.

B. Procedure for Members of Tactical Squad to Keep Good Rapport with other Department Personnel.

1. Whenever assisting other units, be prepared to take orders from the other unit commanders.
2. Constantly talk teamwork with other units.
3. Play down your own role in joint assignments.
4. Never miss documenting names and activities of other unit personnel in joint assignments.
5. If for any reason you are assigned a task by another unit commander and it is a proper police assignment but does not conform to the procedure or objectives of the tactical squad, you will do the assignment, and then report same to your commander. It will be his responsibility to correct the situation.

VI. TRAINING

A. Development of Training Schedule

1. Tactical squad members will take one hour of physical fitness training three times a week. This activity will take place at Widener College, and the following

2. procedures will be followed :

- a. Jogging one mile for first three months and then $\frac{1}{2}$ mile added each month until five miles are reached.
- b. Exercises will be taken each session according to the Federal Bureau of Investigation physical fitness manuel.
- c. Weight -lifting according to the F.B.I. physical fitness manuel.

B. Survival School

1. Squad is placed on waiting list for attendance at this school at the F.B.I. National Academy.

C. Stake-Out School

1. Squad is placed on waiting list to attend this school at the Philadelphia Police Academy

D. Confrontation Management School

1. Squad Commander will make arrangements to send one or more members of the squad to the U.S. Army Confrontation Management School.

E. Weapons Training

1. Squad Commander will make arrangements to have in-service training with all police weapons at various police ranges.

IV. MEANS AND EVALUATION

It appears that the means of evaluation of the tactical unit plus the equipment requested would be the crime statistics and arrest records of the Chester Police Department in comparison with previous reports.

We anticipate a more efficient coverage of the entire city with emphasis on high-crime areas. This unit of men and cars on the street should result in an increase in the number of arrests which will gradually level off and in turn show a marked decrease in our crime statistics.

The pressure applied by this unit on the criminal element and the potential offender should, without doubt, be a deterrent factor resulting in decreased figures in our final crime report tabulations.

Since this grant will be funded with impact funds and the entire package is over \$100,000, an independent objective evaluation of the tactical squad program will be provided by a private consulting firm or an evaluator upon approval of Evaluation Management Unit in Harrisburg.

MAJOR EVALUATIONS UNDERWAY OR COMPLETED IN YOUR SPA

non loan

Project or Program Being Evaluated:

Grant Title: SE-312-73A Innovation of Police Services
(include grant number)

Grantee: Tactical Squad for city of Chester

Brief Description: Establishment of a tactical force which would
(both project and evaluation effort)
in essence be a mobile strike force for high crime areas.

Scheduled date of final Evaluation Report: 10/15/74

Person to contact concerning the Evaluation:

Christine A. Fossett, Chief, Evaluation & Monitoring Unit
(name)
Governor's Justice Commission, Department of Justice
(address)
Box 1167, Harrisburg, PA., 17120

717-787-1422

(telephone)

If completed, is Evaluation Report on file with NCJRS? yes ☒ no ☐

Please mail completed form to:

~~Keith Miles~~
Office of Evaluation
LEAA-NILECJ
Department of Justice
Washington, D.C. 20530

END