

 U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION		DISCRETIONARY GRANT PROGRESS REPORT	
GRANTEE D.C. Office of Criminal Justice	LEAA GRANT NO. 75-DF-030006	DATE OF REPORT March, 1976	REPORT NO. 4
IMPLEMENTING SUBGRANTEE Metropolitan Washington Council of Governments	TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT Planning for the Bicentennial	GRANT AMOUNT \$67,432 (LEAA and local)		
REPORT IS SUBMITTED FOR THE PERIOD Nov. 27, 1974		THROUGH January, 1976	
SIGNATURE OF PROJECT DIRECTOR <i>[Signature]</i>	TYPED NAME & TITLE OF PROJECT DIRECTOR L. Kirk Johnson Project Manager Comprehensive Public Safety Planning		
COMMENCE REPORT HERE (and continuation pages as required.)			
<p>This report constitutes the Final Report of the first year of the grant for Comprehensive Criminal Justice Planning for the Bicentennial in the Metropolitan Area.</p> <p>The project as described in the application is comprised of three (3) phases:</p> <ol style="list-style-type: none"> (1) Planning: Collection of data on current resources of the area, identifying local and regional needs, establishing regional priorities, coordination of resources with demand priorities and completion of operational plans. (began December 1974 and to be completed by December 1975) (2) Implementation: Putting the operational plans into effect, coordination of services with events, assisting with reallocation of resources to meet unforeseen events, and recording of data. To begin December 1975 and continue through entire 1976. (3) Reporting: Conducting an analysis of the planning, reviewing the operations, identifying positive and negative aspects of the planning and operational phases, preparing a critique of the results, and making recommendations which would apply to the preparation for similar events. to be completed by April 30, 1977. <p>This report covers the planning phase (December 1974 - December 1975) and will discuss in some detail the staff activities undertaken during this phase. There</p>			
RECEIVED BY GRANTEE STATE PLANNING AGENCY (Official)			DATE

34366

READING ROOM

PROGRESS REPORTS--INSTRUCTIONS FOR LEAA DISCRETIONARY GRANTS

Grantees are required to submit Quarterly Progress Reports on project activities and accomplishments. No fixed requirements as to length or detail have been established, although some general guidelines appear below. It is expected that reports will include data appropriate to the stage of project development and in sufficient detail to provide a clear idea and summary of work and accomplishments to date. The following should be observed in preparation and submission of progress reports.

- a. Reporting Party. The party responsible for preparing the report will be the agency, whether grantee or subgrantee, actually implementing the project. Thus, where a State Planning Agency is the grantee but has subgranted funds to a particular unit or agency to carry on the project, the report should be prepared by the subgrantee.
- b. Due Date. Reports are submitted by the subgrantee to its State Planning Agency on a quarterly basis (i.e., as of June 30, September 30, December 31, and March 31) and are due at the cognizant Regional Office on the 30th day following the close of the quarter (unless specified otherwise by LEAA). The first report will be due after the close of the first full quarter following approval of the grant (i.e., for a grant approval on May 1 the first report will be due for the quarter ending September 30. It will cover the five month period May through September). The award recipient's final progress report will be due 90 days following the close of the project or any extension thereof.
- c. Form and Execution. Three (3) copies of each report should be submitted. However, five (5) copies must be submitted for all final reports. (If the grantee wishes to submit the same report to several agencies it may utilize LEAA Form 4587/1 (1-73) as a face sheet completing all items and attach the report to it.) If continuation pages are needed, plain bond paper is to be used. It should be noted that the report is to be signed by the person designated as project director on the grant application or any duly designated successor and reviewed by the cognizant State Planning Agency.
- d. Content. Reporting should be non-cumulative and describe only activities and accomplishments occurring during the reporting period. These activities and accomplishments should be described with specific attention to project phases or stages completed (e.g., initial planning stage, completion of preliminary survey effort, purchase of required equipment, staging of pilot training program, etc.). Reports should be concrete and specific concerning accomplishments (e.g., number of people trained, volume of correctional services provided, extent of equipment usage, etc.). Special emphasis should be placed on comparison of actual accomplishments to goals established for the report period. If established goals were not met, reasons for slippage must be given. Special reports, evaluation studies, publications or articles issued during the period should be attached, and major administrative or design developments should be covered (e.g., changes in personnel, changes in project design, improvements or new methods introduced). Budget changes should be touched upon. Problem areas and critical observations should be mentioned and frankly discussed, as well as project successes.
- e. Dissemination. All three (3) copies of regular quarterly progress reports and all five (5) copies of final reports should be submitted to the subgrantee's State Planning Agency. After review the State Planning Agency will forward two (2) copies of the quarterly report and four (4) copies of the final report to the cognizant LEAA Regional Office. The Regional Office will route the reports to all interested LEAA units. Copies should also be provided to other agencies cooperating in or providing services to the project.
- f. Special Requirements. Special reporting requirements or instructions may be prescribed for discretionary projects in certain program or experimental areas to better assess impact and comparative effectiveness of the overall discretionary program. These will be communicated to affected grantees by LEAA.

are four areas of activity related to the first year goal 1/, including information coordination activities which because of the nature and scope of the project have been ongoing throughout the first year.

The third section of this report consists of the staff monitoring evaluation. This section will assess the project activities during the planning phase in terms of their contribution toward the realization of the Overall Project Goal.

The final section of this report addresses the Second Year, Implementation Phase and its orientation as related to the first years effort.

II. PROJECT ACTIVITIES

There were four major areas of activity addressed during this funding period for criminal justice planning for the Bicentennial:

- Survey of available data on Bicentennial events as they relate to criminal justice agencies;
- Survey current criminal justice system resources;
- Survey experiences of criminal justice agencies in other selected locations in providing services to large transient population increases;
- Information coordination.

The purpose, extent and nature of the activity in each of these areas will be discussed in this section.

(a) Survey of Available Data.

The nature and timing of Bicentennial related events in the metropolitan area is of obvious concern to all agencies with anticipated responsibilities to provide service responses as a result of these events. The process of collecting the necessary information about these events is not only essential but difficult and

1/ To provide coordinated criminal justice planning for the criminal justice services in the Metropolitan Washington Area to meet additional service needs related to the population increase during the Bicentennial celebration.

time consuming. A number of decisions must be completed before a comprehensive description of events can be developed for use by criminal justice agencies in developing alternative methods for providing service response.

Late in 1974, the consolidated efforts of Bicentennial Commissions from throughout the Metropolitan Washington Area were oriented toward the development of a comprehensive calendar of events. One of the initial COG involvements was to attempt to provide a clearinghouse function for agencies, organizations and groups which had plans for sponsoring events during the Bicentennial year. In this role, COG produced two documents, a Bicentennial Directory for the Metropolitan Washington Area (Feb. 1975), and a Calendar of Events for the Metropolitan Washington Area (April 1975).

During this time staff worked closely with the White House Interagency Task Force for Bicentennial Coordination, and the House Subcommittee on Bicentennial Affairs, the Environment and the International Community. The thrust of this effort was to emphasize the need for logistical planning data, as opposed to "event data" per se. It had become apparent by that time (Spring 1975) that the persons involved in the development of event calendars were oriented largely toward tourist-related information needs, rather than the needs of public service agencies. The event-related data needs of area criminal justice agencies for response planning (particularly during the peak period from April through September), had not been and could not be addressed within the context of tourist/informational calendar production efforts. The term logistical planning data refers to the service response planning data required by criminal justice agencies in order to develop strategies, plans and alternative methodologies for effectively offsetting the impacts of the massive tourist influx. These data would include the date of the event as well as a number of other items (duration, nature, anticipated crowd, contact person, capacity of facility, etc.). From the perspective of criminal justice services planning, these data are crucial. Three activities must be accomplished before a comprehensive description of events can be developed for use by area criminal justice agencies in identifying alternative methods of service response:

1. A decision must be reached that a particular event should be planned
(Event planning is occurring at all

- levels--federal, state, local and private)
2. Planning as to the location, nature and extent of the particular event must be completed (This often entails public relations and publicity components which affect the extent and nature of the event(s))
 3. Information about particular events must be transmitted to a central repository for distribution to effected agencies and groups.

Throughout the past year new events and organizations have emerged and planning will continue beyond the termination of this project. With the initial calendar produced by COG, the efforts to upgrade and maintain a repository for logistical planning event-related data have disintegrated, and no subsequent issues of this comprehensive calendar have been issued. However, representatives of the numerous Bicentennial Commissions at the local level and federal, state and private organizations have continued to meet through the auspices of the Congress of Bicentennial Commissions and the Special Committee on the Bicentennial to redirect their efforts toward comprehensive collection and dissemination of data.

The White House Task Force in conjunction with the regional (national capital) office of ARBA and the Council of Governments staff encouraged area Bicentennial Commissions to utilize the Bicentennial Information Network (BINET) as a central repository. The BINET provides a unique capability which has been grossly neglected and underused by those for whose benefit it was created. It can provide on-line data relative to events scheduled, and since it is updated on a weekly basis its accuracy could (with full cooperation) be very high. However, the use of the system to date has been limited to the federal level, and its sole function at this juncture appears to be the provision of archival documentation of the Bicentennial.

An effort was made in the late summer to encourage area commissions to input the system but it was largely unsuccessful. Project staff had repeatedly pointed out that planning for service delivery cannot adequately be carried out in the absence of comprehensive data particularly where criminal

justice agencies are concerned.

Staff has continued to investigate all possible sources, and late in December finally obtained a print-out from the BINET, which indicated that use of this system would have to be supplemented by the individual jurisdictional calendars which continue to be produced. It is pertinent to note that most local and municipal governments have appropriated funds for development of individual calendars of events. However, these are designed for local consumption and because of the limited information contained, must be considered purely visitor or consumer oriented. The efforts to provide a metropolitan perspective have been made against a background of grass-roots planning encouraged and promoted by the national ARBA. It is anticipated that this grass-roots perspective on the Bicentennial will continue to be the single most influential factor where logistical planning activities are concerned. Unless financial assistance is provided to more fully coordinate the divergent efforts where calendars and logistical data are concerned, effective informed planning is not possible. Appendix A contains several of the calendars which are currently in use, it should be noted that two of these have been generated by law enforcement agencies themselves to attempt to supplement other data sources.

(b) Survey Current Criminal Justice System Resources

The purpose of this work element is to assess the current resource level available to criminal justice agencies in Bicentennial response planning. "Resources", as used here includes not only available manpower but also technical capabilities, response capabilities (and strategies), and mechanisms for cooperation and mutual assistance which have been developed.

Past experiences have shown that law enforcement agencies are often first and hardest hit by an influx of transients and visitors. Because of the wide range of responsibilities which law enforcement agencies assume, the areas of impact are broad. In addition, the operational guidelines adopted by these agencies have a direct relationship to the nature and extent of the impact upon the judicial and correctional components.

The completion of the FY 76 budget cycles did not result in the provision of additional fiscal resources

for agencies within the criminal justice system. In fact some departments are now under a hiring freeze, having been ordered to cutback authorized strength through attrition. Reflecting the severe budget constraints, area departments have experienced job actions or threatened job actions by police unions over wage and salary disputes.

Through the COG Special Committee on the Bicentennial, an effort was made in early 1975 to assess from a comprehensive service demand perspective, the resource needs of local governments to offset the service demands resulting from the Bicentennial tourist influx. Estimates were obtained from area county, and municipal governments and compiled to reflect "An Estimate of Regional Impact", and this package was presented to selected Congressional representatives who constitute the Metropolitan Caucus, and to the Subcommittee on the Bicentennial, the Environment, and the International Community. These estimates were based on the assumption that Washington area tax payers should not have sole financial responsibility for rendering services to tourists who come to the nation's capital during 1976. These service delivery systems already provide services to a yearly tourist influx in the neighborhood of 15 million. It was and still is thought that the incremental increase attributable to the Bicentennial should be shared expense of all Americans, and should therefore be supported by Federal tax dollars. This funding inquiry was generally unsuccessful but generated additional federal assistance and oversight in coordination, logistical planning and (in some instances) resource commitment.

The interest generated by the oversight hearings^{1/} and the increased support and effort of the White House Task Force brought a new focus on public safety. In October the Chairman of the Task Force discussed with the Police Chief's Steering Committee the possibility of seeking federal funds to augment local law enforcement response capabilities. He requested an assessment by each department of the additional resources needed to offset the anticipated tourist-related demand for service.

1/ Hearings before the subcommittee on Bicentennial Affairs, the Environment, and the International Community of the Committee on the District of Columbia, House of Representatives, 94th Congress, First Session on Bicentennial Planning in Washington and the Metropolitan area, June 3,4,5, and 13, 1975. Serial No. 94-3.

Area departments developed estimates of the costs which would be incurred as a result of tourist-related (or otherwise Bicentennial-related) service demand increases. The total region package outlined a request for \$4.6 million.^{2/} The development of these estimates was conducted through the Police Chiefs Steering Committee and the Police Bicentennial Steering Subcommittee. The latter group was formed in August as the result of a meeting of federal, state, and local law enforcement personnel and the Chairmen of the COG Law Enforcement Subcommittees (Intelligence Officers, Police Planners, Communications Officers, Investigators, Narcotics Officers).

This joint meeting held in June, 1975 resulted in a recommendation to the Chiefs that a Police Bicentennial Steering Subcommittee be formed. The Chiefs designated operational commanders from their respective departments to provide the following functions:

- I. To coordinate Bicentennial-related planning activities of the local departments;
- II. To report to their respective chiefs on the status of Bicentennial activities on a region-wide basis;
- III. To work through the COG Police Chief's Subcommittees to identify Bicentennial-related problems and issues;
- IV. To develop, where appropriate, recommendations for policy on Bicentennial-related issues;
- V. To develop alternative methods of approaching the identified problem areas;
- VI. To recommend to the Police Chiefs according to the findings of research into the anticipated problems, the most viable methods of offsetting possible problems;
- VII. To work with Federal and State law enforcement agencies toward a comprehensive approach to law enforcement needs during the Bicentennial;

^{2/} See Appendix B for Estimates, Justification and metropolitan-wide synopsis of all requested funds..

- VIII. To assist their local administrator(s) through the Chiefs in upgrading and maintaining the level and quality of services during the Bicentennial;
- IX. To identify interrelationships with other public safety services in coordinating response to the Bicentennial.

The activities of the Police Bicentennial Steering Subcommittee, as a result of their initial mandate and because of the diverse topics related to Bicentennial preparation itself, have been very broad. As previously noted the development of estimates of costs related to law enforcement services during the Bicentennial were coordinated through this group. In addition they have served as the major transferral mechanism for all available event-related planning data, and as the central monitoring body for identifying potential impacts of special Bicentennial programs. Specific areas of involvement include:

- (1) Bicentennial Transportation Plan
- (2) Plan for development of (1,000 to 5,000) temporary campsites
- (3) Activities of local Bicentennial Commissions
- (4) The July Fourth Celebration planned for 1976

The implications of these many activities and programs will affect the demand for service by area law enforcement agencies at a time when area budgets are most strained. The need for additional overtime by currently authorized staff will increase, and the current mechanisms for coordination will be stretched to their capacity.

The question of Federal assistance through the provision of funds as requested by area departments remains unresolved, but it seems apparent vis a vis available estimates (based on projected visitation and planned activities) that operating budgets will certainly be strained under the workload increase which is anticipated.

Early in the life of the project, staff met with area prosecutors and corrections officials to initiate discussions on the potential impacts of the Bicentennial on their operations. Committee involvement in this

process was supplemented by information obtained from the on-site survey of other locations which was conducted 3/. There were several outcomes with the area prosecutors agreeing to meet and work toward increased sharing of information, cooperation and coordination of effort. There were many questions raised relative to the problems, and approaches to problems being discussed by area law enforcement officials. The separate, but interdependent roles of the branches of the criminal justice system had direct bearing on the perspective of the area prosecutors and corrections officials. The need for coordinated response by law enforcement and the allied agencies has been emphasized and area investigative officers have recommended to their chiefs that further discussions be arranged on their mutual response capabilities and means in regard to Bicentennial-related crime and the possible increase in selected criminal activities.

The COG subcommittees have participated in a number of activities which have contributed to the overall preparedness for the anticipated tourist influx. Through the impetus of the Police Planners Subcommittee a review of the Police Mutual Aid Agreement for the Metropolitan Washington Area was undertaken. This agreement has been updated to reflect personnel or administrative changes in the area departments, as well as new technologies which are now involved.

In addition to this, the participants in the Police Mutual Aid Radio System have been testing the system over the past year, to upgrade the quality and functional utility of the system.

(c) Survey the Experiences by Other Locations

This work element was designed to enable the criminal justice agencies of the Metropolitan Washington Area to learn about and benefit from the experiences of other areas in dealing with the problems associated with large-scale events. The seldom documented planning and coordinating activities were of major concern as the staff in its initial phases of activity began to catalogue the events which have taken place over the past ten years.

3/ Reference pps. 8-12 of this report, and Appendix B.

A broad range of events were identified in the preliminary research. The final sites chosen, New Orleans, La., Spokane, WA., and Montreal, CA., were chosen on the basis of the following criteria:

- A. The locality under consideration must have been host for an event of national, or preferably international significance.
- B. The locality must have hosted an exposition of extended duration, or should represent a similarly "tourist-attracting" area, such as the Metropolitan Washington Area.
- C. The locality must be metropolitan in nature, thus meeting the criteria of population, metropolitan character, and integration used by the Office of Statistical Standards.
- D. The public safety services--fire, police, emergency rescue-- as well as the allied courts and correctional branches of the criminal justice system--in the selected areas shall have been provided not only by contractual agreement, but also shall have been the responsibility of the independent jurisdictions which combine to form the multi-jurisdictional areas under study.

More than twenty individuals were interviewed during the course of this research including law enforcement, and court personnel as key participants in the criminal justice process.

Although the staff had not anticipated the production of a document, the resource materials and statistical information were sufficient to justify its writing. The findings and conclusions and the recommendations which resulted are reproduced as part of the text of this report. The full document is included as Appendix C.

This report has enjoyed wide circulation among criminal justice agencies in the metropolitan Washington area. It has provided a basic assessment of the wide range of possible problems, the areas of particular consequence and the numerous strategies which have been tried and tested in other areas of the country.

In general a comparison among the three areas surveyed revealed the following similarities:

- *Each area developed a sort of "early warning system" to identify potential criminal justice problems before such problems could mature -- in essence a system providing "early warning".
- *Each area developed significant pre-event plans for criminal justice response and monitored activities throughout the duration of the event in question.
- *Each area began at an early date to reassure the public that the event would be effectively policed and the public protected.
- *Through the use of the media, coverage was given to special robbery task forces and publicity to certain types of incidents in order to illustrate immediate effective enforcement for such crimes as larceny and pick-pocketing.
- *Each area addressed the problem of traffic control in its planning stages and worked to upgrade those plans throughout the life of the event.
- *Each area employed various degrees of discretionary enforcement.
- *Each area began early to develop a positive effective law enforcement image for visitors and potential victims and, as a result, for potential offenders.
- *Each area utilized a relatively simple communications network during site activity operations and expressed concern about the complex systems found in the Washington area when responding to the Bicentennial.
- *Each area experienced increased calls for criminal justice services during the event year.
- *Spokane and Montreal experienced increases in reported crime during the event year (New Orleans does not have a comparative base for the annual Mardi Gras).
- *Spokane and Montreal continued to experience increases in reported crime after the event.
- *It is not clear whether crime increases are associated with the events or were normal trends for the Spokane and Montreal areas.

Based upon these findings, the report offers the following recommendations:

A. Metropolitan Washington area law enforcement officials should develop a coordinated operational plan for the Bicentennial year especially as this concerns operations during the projected peak, months of May through September.

(1) This plan should address several elements of law enforcement as they related to the celebration of the Bicentennial in the Nation's Capital. These include communications, crowd management, crime, traffic, public relations and the media, special events, towing and crane services and information coordination. This plan should also include estimated costs of the services which may be necessary.

(2) This plan should, in light of the complexity of the criminal justice/law enforcement community within this area, provide guidelines for a coordinated service response and a cohesive policy orientation around that response plan for law enforcement services.

(3) This plan should consider the need for a coordinated policy orientation among all components of the criminal justice system.

(4) Area law enforcement officials should begin during the development of their operational plan to work closely with area courts and corrections officials. This coordination should continue throughout the duration of the operational phase.

B. Area criminal justice officials should review existing disaster and contingency plans with an effort to upgrade their current utility during the Bicentennial.

C. Current communications capabilities should be thoroughly examined particularly with respect to operational communications capabilities/needs and communication of information within and among departments.

D. Area criminal justice agencies should identify enforcement policies which might be communicated directly to the public through mass media, and

should explore the potential for upgrading printed public relations materials which address the transient and the passers-through.

E. The problem of traffic control should be addressed specifically; as perhaps the unique/interjurisdictional Bicentennial-related problem.

F. Area departments should be cognizant of the multiplicity of roles that their officers will be called upon to perform during the Bicentennial year. Departmental preparations should include orientation for officers and provision of information about which officers may be asked. The ability of a force to respond with accurate information or a referral, when needed, will enhance their public profile, especially in light of the fact that public contact of this nature was a significant factor to the law enforcement agencies in other areas.

Area law enforcement and criminal justice personnel can expect their contact with the public to be somewhat increased and altered. The responsibility for equipping personnel with the necessary information and resources rests with area agencies.

A copy of this report is attached (See Appendix C).

(d) Information Coordination

The nature of this project has been such that one of the most important staff functions has been in promoting and maintaining information flow and opening up vital channels for improved coordination. A related and crucial aspect of this type of activity is the process of insuring that the appropriate parties are kept informed and abreast of developments. The early identification of fact vs. rumor, the process of sourcing and finally transmitting factual and accurate data to officials or groups at the proper level of involvement has been and continues to be a major component to planning for the Bicentennial.

Through staff effort, area officials were informed of the International Visitors Information Service (IVIS), an organization which has the capability to translate in forty languages through the use of a language bank. The patch-through capability, trunkline and computerized language bank have already proved to be successful in assisting area criminal justice officials in off-setting language barrier problems.

Criminal justice officials have been kept informed on the development and content of Bicentennial calendars and activity listings. Through coordination with area commissions and event planning groups, staff has attempted to elicit a broad range of event data for purposes of logistical planning.

Coordination of local planning with activities at the Congressional and White House levels has been a major staff responsibility. The development of grant-in-aid impact estimates has led directly from staff activities in this regard.

The most comprehensive information relative to tourist influx, housing and travel projections has been developed through DOT, WMATA and the COG in the Bicentennial Transportation Plan. Through staff effort, the area criminal justice officials have remained informed on the status of funding and have gained access to the Transportation Plan and its Environmental Impact Statement for use as planning tools.

In late summer, staff assisted Kampgrounds of America, Inc. (a private development firm) in assessing the law enforcement and criminal justice implications associated with the feasibility study they were conducting relative to the development of a temporary campsite facility for 1,000-4,000 campers. Their security plans were reviewed as were the alternative sites throughout the metropolitan area, and substantive comments were submitted. Staff provided a key information source for area jurisdictions, and the related data on travelers and campers assisted planners in the area departments in focusing in on another of the potential problems.

With major information and promotional campaigns planned, staff has attempted to ascertain the key persons involved in planning information materials as well as anticipated audiences. Already, incorrect information has been published, and the area criminal justice agencies are working now to determine what contributions can be made by way of basic visitor information. Follow-up will be needed to insure accuracy.

Staff has attempted throughout the grant period to identify those resources which will be available to offset the criminal justice agencies workloads which are not criminal-related. These resources include

referral phone numbers and contact personnel, informational materials, maps and alternative housing modes for visitors. These will be beneficial in the fielding of calls and in providing assistance quickly and effectively.

III. PROJECT MONITORING EVALUATION

Project monitoring provides an opportunity to assess project activities in terms of objectives on a continuing basis. It also is well adapted to the evaluation of conceptual planning such as is addressed by this grant. It is a flexible design, and provides the evaluator with a framework for considering the impacts of change, i.e., both planned and unplanned variation. From these standpoints, project monitoring and evaluation has been the choice of staff for evaluation of this project.

Five criteria have been delineated for use in this evaluation. They are as follows:

1. Effort - the quality and quantity of activity that takes place; an assessment of input (workload).
2. Effectiveness - the result of effort.
3. Impact - the degree to which effective performance is adequate.
4. Cost Effectiveness - the evaluation of the ratio between effort and impact.
5. Process - an analysis of the process whereby a program produces a result, descriptive and diagnostic and looks for anticipated negative and positive side effects.

In the following narrative these criteria will be applied to project activities during the second quarter, as they relate to the several objectives set forth in the grant and as described as work elements in Section I.

Objective 1. Survey Available Data on Bicentennial Related Events as they Relate to Criminal Justice Agencies

1. Effort: This objective has received a sustained high level of attention by staff because of its

key role in the development of a metropolitan-wide strategy for obtaining logistical data.

2. Effectiveness: The results of staff effort have been severely hampered by the incompatibility of available data, the inaccessibility of computer stored data and repeated shifts in assignment of the clearinghouse function to one or another agency.

3. Impact: The lack of comprehensive logistical planning data has hampered development of response plans and impacts of the entire program. Alternative sources and types of data have been sought, but effective response strategies cannot be developed in the absence of data linking the nature and extent of the activity to the available resources.

4. Cost Effectiveness: Early in the life of the project it was determined that staff could not have a substantive impact on the task of gathering data. This resulted in the concentration of staff time on identification of key agencies, specification of responsibilities relating to format and content, verification of accuracy (when possible), and dissemination to area criminal justice agencies in a uniform and timely fashion.

5. Process: Staff continues to discuss, based upon the available data, "best situation/worst situation" scenarios as applied within the context of known events and resource allocation constraints.

Objective 2. Survey Current Criminal Justice Resources

1. Effort: Within the overall workload this objective continues to a major focal point.

2. Effectiveness: The initial conceptualization of this objective has been carried out, however changing involvements and new options have provided alternative methods of assessment. The overall concern has been oriented toward built-in flexibility in resource allocation.

3. Impact: Staff performance has been timely and effective in stimulating area criminal justice agencies to assess the significance of all available resources (manpower as well as technical, financial and organizational), and to orient this assessment in so far as possible to the known events and activities.

4. Cost Effectiveness: The work on this objective was effective in increasing the awareness and participation of the criminal justice committee structure, and in achieving a Bicentennial focus and problem orientation. With the insights provided through interviewing criminal justice officials in other areas, staff work with the subcommittees on surveying the available resources has successfully rendered a practical assessment of the resource constraints in light of the limited information. (See Objective 1).

5. Process: The reassessments of the initial approach to this objective has led to a more conservative outlook on the accuracy and comprehensiveness of data on Bicentennial events and activities. The orientation on the objective has been toward identification of operational flexibility and maximizing the potential of current coordination mechanisms information sharing, technical and technological resources.

Objective 3. Survey the Experiences of Criminal Justice Agencies in Other Selected Locations in Providing Services to Large Transient Population Increases.

1. Effort: The need for early progress and reporting on this objective resulted in a period of intense activity early in the life of the project.

2. Effectiveness: The efforts have been increasingly successful once the design elements for an objective strategy were developed and the subcommittees were pulled together as planning resources.

3. Impact: The development of a reporting document has facilitated access by all members of the criminal justice system. The document which deals with the criminal justice strategies, potential problems and fiscal dilemmas as experienced by hosts of other large scale events, appears to have assisted area officials in further definition of potential problems and in development of appropriate response measures.

4. Cost Effectiveness: Funds allocated for travel for this objective were expended in order to tap a rarely recognized resource. The additional staff time necessary for documenting the findings appears, in light of the response by area officials, to have been effectively utilized.

5. Process: The utility of the survey will be of continuing significance as the logistical data becomes available and criminal justice response strategies become more firm. The survey and the logistical data are basic keys to the development of a metropolitan response plan.

Objective 4. Information Coordination

1. Effort: This objective has demanded and continues to demand a great deal of staff time.

2. Effectiveness: The results of these efforts have been effective in keeping area criminal justice personnel apprised of activities within the Federal and private sectors which have operational or fiscal implications for delivery of services during the Bicentennial year.

3. Impact: The amount of staff resources utilized has been sufficient to provide needed information to all relevant agencies.

4. Cost Effectiveness: It has become apparent that staff plays a particularly important role in assuring that criminal justice agencies be knowledgeable of the many programs under investigation. In terms of cost effectiveness, the effort on this objective has produced meaningful and timely impacts.

5. Process: Ongoing effort on this objective will continue to result in progress toward the overall goal. It is anticipated that the information coordination role will continue to be a major activity of staff throughout the second year, implementation phase of the program.

IV. SECOND YEAR PLANNING EFFORT

Second year funding will provide staff support during the implementation phase of the planning developed during the first year. The overall project goal remains unchanged (as stated in the first section of this report). The continued provision of planning assistance on a metropolitan-wide basis, into the implementation phase of the project is paramount.

As a result of the first year's efforts, staff has identified two (2) second year goals:

1. To develop and disseminate logistical planning

data on Bicentennial activities, and to provide technical support and analyses of these data as they relate to the implementation of criminal justice service response plans during the Bicentennial.

2. To provide technical assistance and support to area criminal justice personnel during the implementation phase of the plan developed during the first year of funding, to assist in the development of alternative resource allocation plans, to provide where possible direct services, and to record those data related to criminal justice operations, procedures and policies which stem from, or are a result of the Bicentennial workload.

During the first year work on the planning phase for Comprehensive Metropolitan Criminal Justice Planning for the Bicentennial, there has been a continually demonstrated need for centralization and coordination of information for the purpose of logistical services planning. Moreover, the on-site survey conducted during the first and second quarters of the first year of funding, staff learned that in other cities where major events or celebrations had been held, the key-stone to planning was the availability of timely and accurate logistical planning data. Staff will develop a manageable format for presentation of the data which is currently stored within the BINET system. The presentation of these data through a useful and functional format, and the establishment of a systematic reporting schedule will be instrumental, not only in the development of adequate response plans for area criminal justice agencies, but in promoting further analysis of resource availability and service response alternatives vis a vis logistical needs for planned events.

While Goal 1 addresses a critical gap in the planning process Goal 2 provides for continued staff support in carrying forward implementation planning so that criminal justice agencies will move with continuity into the peak months, and continue to have access to the coordinative mechanisms already in place. A necessary function within the parameters of the second goal is that of information coordination. Critical and significant decisions will occur during the first two quarters of the Bicentennial year, and the maintenance of current flow and dissemination should not be lost.

In addition project staff will work with area criminal justice agencies to implement the strategies developed

during the first year. Through the previously established committee structure and with the direct input of senior operational commanders from throughout the metropolitan area (which compose the Police Bicentennial Steering Subcommittee), staff will monitor and provide staff support and technical assistance for this effort. A continuing dialogue among the participants will be facilitated through the COG forum, and staff will provide the necessary information coordination to carry on these activities.

OFFICE OF CRIMINAL JUSTICE
PLANS AND ANALYSIS
GRANTS CONTRACTS
MGT DIV-LEAA
DEPT OF JUSTICE
APR 30 1976
MAY 10 12 44 PM '76
WASHINGTON, D. C.

RECEIVED

END

7 26.10.1971