

BALTIMORE

Police Department, Baltimore, Maryland, High
Impact Program Evaluation Plan

Image

POLICE DEPARTMENT
BALTIMORE, MARYLAND
HIGH IMPACT PROGRAM
EVALUATION PLAN

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WCPJ
SEF 31 1076

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HIGH IMPACT PROGRAM

EVALUATION PLAN

The projects undertaken by the Baltimore Police Department under the impact crime program are intended as intensive multi-level efforts, aimed specifically at the reduction of preventable violent crime commissions within the City of Baltimore.

Included in the programs were the acquisition of two qualified civilian community relations specialists, the deployment of 64 footmen, the hiring of qualified civilian personnel to relieve sworn members of the department in supportive service roles, and the expansion of existing helicopter patrol coverage.

These activities represent a firm commitment on the part of the Baltimore Police Department to continue acceleration of its process of economy and optimum utilization of personnel, with a critical eye towards the necessity of maintaining the maximum number of officers within their primary crime fighting roles.

As such, each of these projects is intended as a complementary and interrelated component of the whole, since the effects of each are intended to contribute, either directly or indirectly, to the lessening of violent street crime commission.

For evaluation purposes, however, non-parallel systems of analysis and progress verification must be employed, particularly since declining crime indices of themselves (available on a city-wide basis) cannot alone lend sufficient credence to project success. In part, this is due to the dispersed areas within which the impact projects operate and the disparate environmental and human conditions within these areas.

It is possible, nevertheless, to conform the data gleaned from the various non-parallel evaluative mechanisms to a standard flow of analysis.

Working in logical sequence, this introductory element will reiterate the goals of each of the four projects together with the rationale initially employed to determine their respective scopes, duration and

direction. Such information is highly valid within this context, and essential to any complete appreciation of the relative value of the respective evaluation methodologies.

The "civilian community relations specialists" project was initiated to augment the department's functioning efforts at community relations, by maximizing favorable police contacts with the citizenry of Baltimore.

The department has long been cognizant of the crucial importance played in successful law enforcement efforts by involved citizens, freely cooperating with the police, not under the duress of the law, but rather out of a legitimate desire to assist in crime-reducing efforts. This level of cooperation can only be achieved in an atmosphere of mutual respect and understanding between citizens and their police.

As delineated in the original proposal, the specialists will work to create maximum favorable contact between police and area residents in an effort to foster such a basis for mutual understanding and respect. Generally, these contacts will take place at neighborhood association meetings and the like, but the specialists are also intended to initiate and direct educational crime reduction programs, aimed at the individual citizen, and offering tangible benefits.

Evaluation of such a project's effectiveness must, by definition, remain a primarily subjective experience, not readily compatible with orthodox evaluative mechanisms.

The specialists will not confine their activities to restricted areas of the city. On the contrary, they will work wherever a demonstrated need for their activities is shown to exist. Chosen from among members of the Baltimore community, they are intended as a catalyst for progressive change.

Their area of responsibility encompasses the entire city. According to statistics furnished by the most recent census report, Baltimore contains an indigenous lower socio-economic population comprising 48% of the total. Primarily, this sector of the community is concentrated within Baltimore's more populous Eastern, Central, Western and Northwestern Districts, an area spanning nearly 20 of Baltimore's 86 square mile total.

A primary set of indicators reflecting effectiveness will include: incidents of assaults on police officers occurring within areas visited by the specialists (compared to data from the department's computer based criminal activity files of past incidents of assaults on police within the area). Questionnaires will be forwarded to each group hosting the representative, and will ascertain his degree of effectiveness within the group on a variety of related and pertinent topics. See Annex A.

In a more direct crime retardant effort, the department will deploy 64 foot patrolmen in those areas of the city that, through thorough analysis, have been determined to present a frequent pattern of violent crime occurrence. The deployment of these footmen will supplement existing mobile patrol coverage within the impact areas.

This intensive work combination is expected to result in a definite if gradual erosion of crime incidence, deployed as it is in those areas which have historically demonstrated themselves to be resistant to any efforts made at diminishing violent crime commission.

Evaluation of such efforts lends itself readily to orthodox modes of objective analysis. As conceived, the footpost deployments can be shifted in geographic configuration or location to meet shifting patterns of criminal activity as statistical data indicates. Emerging trends and patterns within the deployment areas and those areas adjacent, will be continuously monitored, and the resultant data made available to individual officers and their supervisors for appropriate patrol coverage.

It should be emphasized that every officer assigned to foot patrol coverage will be thoroughly screened and highly motivated to successfully complete his assigned responsibilities. Each officer will be equipped with a portable transceiver to enable him to maintain constant communication with the central dispatcher, and with those areas adjacent to his post of responsibility. Each footpost will be configured and placed strategically, a marked departure from the more obsolescent methods of footpost placement, and one that is expected to heighten the effectiveness of each individual officer.

Evaluation efforts will focus on same-month, previous year comparisons of crime commission, with particular emphasis on number and types of occurring offenses, frequency according to the time of the day, and availability of the post officers during peak periods of criminal

activity. Cumulative patterns of crime incidence within the impact areas will not be ignored, however, so that the evaluating components within the department will be fully attuned to the problems peculiar to each area. In that way, progress can be measured. See Annex B.

In another effort at optimum manpower utilization, the department intends to hire qualified civilians to replace police officers presently engaged in performing auxiliary and supportive services. The advantages of this reassignment are obvious: it allows the placement of professionally trained officers into their primary crime fighting roles, it allows for the replacement of these officers by civilians whose annual salaries and training expenses are exceeded by the officers whom they will replace, it allows for a bolstering in strength of the department's uniformed force, the backbone of any law enforcement agency, and finally, it makes possible assignment of the relieved officers to high impact crime areas of the city.

The project's duration is for three years, during which time 63 civilians will be assigned to auxiliary positions such as radio repair technicians, field report examiners and motor pool dispatchers.

Evaluation for the project's effectiveness will be accomplished by way of a priority evaluation system of rating, formulated specifically to measure the effectiveness of this undertaking.

Elements of the system, expressed in declining levels of relative worth include: compatibility with program objectives, personnel resources, quantity and quality of work output, cost factors, training time, individual performance evaluations, qualifications at the time of entrance into the department and suitability for assignment.

Additionally, the evaluative process will encompass, in terms of relative and actual appraisal, the increased effectiveness made possible by deployment of those officers subsequently released.

Thus, the evaluation system will present an accurate and highly graphic accounting of the project's suitability, effectiveness and long term benefits. See Annex C.

In the final project within the high impact program "Extension

and Optimization of Helicopter Patrol Coverage to Facilitate Conclusive Evaluation", the department intends to reinforce a highly promising form of aerial patrol by increasing its present complement of helicopters from three to five, and assigning this coverage to a densely populated area of the city.

The helicopters are employed as aerial observation platforms with fast response characteristics, allowing them to respond to all serious crimes broadcast as "in progress".

Though the expanded helicopter force will be deployed to deter criminal activity and aid in the apprehension of offenders, the project's stated goal is to allow for a realistic evaluation of the helicopter's true crime fighting potential.

Such an evaluation could not be obtained prior to the acquisition of additional craft because of the necessity for down-time for each helicopter for refueling and manufacturer's prescribed maintenance.

The two additional craft will allow for overlapping patrol activity during sixteen hours each day. The availability of a standby craft to replace any helicopter which must return to base to refuel will insure constant on-station presence, by at least one of the craft. Thus, a much more accurate representation of the helicopter's effect on criminal activity will become available.

Evaluation for the project's purposes will consist of a multi-faceted program. The area to be patrolled will be analyzed with particular emphasis on past several year incidences of assault and robbery, burglary, pursesnatch and stranger-to-stranger serious assault. Based on precedent activity over the past several years a crime forecast will be projected. The forecast will include all foreseeable variables.

A second analysis will measure the number of assaults on police officers as an indicator of citizen support of the police. Random surveys will be conducted concerning both citizen and police attitudes towards the employment of helicopters above the impact area, with particular emphasis on the effectiveness of such employment.

But the key aspect of this type of evaluation will remain focused on the crime situation itself. As predicted, the 16 hour daily presence

of the helicopter should reduce the commission of criminal activity and result in a heightened arrest ratio, when compared to the crime forecast. Such a reduction will represent conclusive proof of the helicopter's utility in reducing crime. See Annex D.

The systems created to evaluate these projects have been designed to accurately portray the course of each throughout its duration. In accordance with these methodologies, an overall evaluation for the entire high impact program must necessarily consist of the total findings of the four separate evaluations, just as the projects themselves interrelatedly constitute one comprehensive effort.

HIGH IMPACT PROGRAM

Annex A - Civilian Community Relations Specialists

Annex B - Sixty-Four Foot Patrolmen

Annex C - Civilian Employees for Supportive Services

Annex D - Expansion and Optimization of Helicopter Patrol Coverage
to Facilitate Conclusive Evaluation

Police Department
Baltimore, Maryland

CIVILIAN COMMUNITY RELATIONS SPECIALISTS

BACKGROUND

In operating a comprehensive community relations program within the police department responsible to this urban area, several factors are recognized.

First, within the framework of the community of Baltimore, there is a composite of many public and private groups representing many varying beliefs. Also, in the fabric of the community are individuals, not necessarily associated with a specific group, involved in community life whether active or passive. Each belief can be viewed as unique to the group or individual characterized by geographic, ethnic, racial, religious, economic and political factors.

Secondly, a general theorem exists that for the Baltimore Police Department to fulfill its responsibilities, it is necessary that the community it serves understand and support the department's lawful endeavors. Thirdly, a mutual theorem exists that the department in striving for effectiveness, must understand and support the lawful activities of the community. Therefore, the means of achieving the end results of "community understanding, support and cooperation" is the attaining of effective and lasting communication between the citizenry of Baltimore and the Baltimore Police Department. The stronger the ties of communication - the less the chance for misunderstanding.

The inclusion of well qualified civilian community relations specialists within the department's Community Services Division, Community Relations Section, shall assure the continuation of the communication and cooperation between the department and the citizens of Baltimore, thereby enhancing this department's success in its efforts against impact crimes. Also, as the department's patrol efforts are increased in the combating of impact crimes, the potential for community apprehension at this increase shall be reduced through the utilization of these civilian community relations specialists.

PROJECT DESCRIPTION

There will be two civilian specialists hired and directly assigned to the Community Relations Section to perform the following duties under the supervision of the Director of the Community Relations Section.

Specifically, one community relations specialist shall perform liaison duties with community self-help and improvement organizations, neighborhood associations and church congregations on a city wide basis. It is within the church groups that the community relations specialist shall initiate the rapport and personal contact that have previously been underdeveloped. The specialist shall attend all formal and informal community meetings to maintain community identity.

The second community relations specialist shall act as a liaison between this department and those groups or individuals not necessarily supporting formal organization and programs. This community relations specialist shall be assigned to a central location within a problem area affected by a high rate of stranger-to-stranger impact crimes and assaults on enforcement officers. He shall also concentrate on individuals and problems existing in the low income housing complexes.

While maintaining contact with these factions, this specialist shall not only establish a cooperative and beneficial dialogue with these individuals but shall also be able to effectively and quickly detect any potential developments of a detrimental nature to the community as a whole. This specialist shall then be able to report these developments to the department and be in a position to alleviate these potential trouble spots before their development into major problem areas.

When communicating with all members of the community, both community relations specialists shall continuously evaluate how this department can further serve the citizens of the community. The specialist(s) shall first listen to members of the community to find out the problem(s) that each citizen feels exist. These specialists shall then attempt to resolve these problems with sincerity and the expertise exemplified by their professional background, their community reputations and the resources of this department.

The qualifications for the two civilian community relations specialists will be set by the Civil Service Commission of Baltimore City. All applicants meeting these qualifications will be interviewed by a departmental board consisting of the Director of the Community Relations Section and several other command personnel from within this department. Upon selection and recommendation of this board these two individuals shall be hired and assigned to the Community Relations Division.

OBJECTIVES

OBJECTIVE 1

To maintain good communication and cooperation between the Baltimore Police Department and the community.

Both civilian community relations specialists shall provide the department and all of Baltimore City's communities with easily accessible avenues of mutual communications and contact, promoting crime prevention through citizen cooperation and awareness, target hardening, etc.

OBJECTIVE 2

To decrease the potential for repeated occurrences of impact crimes through an increase in the number of "in progress" calls to police as a result of concentrated community contact by the specialists.

Through the efforts of each specialist to increase the community's awareness of impact crime occurrences and corresponding preventive measures, there will be an increase in calls for police assistance as members of the community observe crime occurrences.

OBJECTIVE 3.

To reduce the number of assaults on police officers within the geographic areas under the influence of the specialists.

The specialists will respond to particular community areas experiencing specific problems. When a high incidence of assaults on police occurs and the specialist is specifically assigned to contact and work with the community involved, the period of immediate contact by the particular specialist shall be evaluated to note any increases or decreases in the assault rate. Upon completion of the specialists concentrated effort the rate of assaults on police shall be further examined to determine the effective time span of influence generated by the specialist's contact.

It is expected that the specialist's work with the total community will promote a spirit of cooperation and reduce the antagonism and resentment felt by some members of the community. This more general, community wide impact should manifest in greater assistance by the community to police officers in need of help.

MEASUREMENTS, DATA AND ANALYSIS

OBJECTIVE 1

To maintain good communication and cooperation between the Baltimore Police Department and the community.

The extent to which this objective is met is difficult to quantify adequately. The first three measurements indicate the efficiency of the project, and the next two attempt to measure its effectiveness. For Measurements 1 - 3 care must be taken not to give the specialists the impression that some quota on activities is required of them, lest the quality of work diminish.

Measurement 1

The monthly number of citizen meetings attended by each specialist.

This number should include meetings at which the specialists appear as participants representing the Baltimore Police Department.

Measurement 2

The monthly number of talks given by the specialists to civic organizations.

This number differs from Measurement 1 in that it includes only those meetings at which the specialists are invited speakers.

Measurement 3

The monthly number of requests for assistance from the specialists.

This number includes impromptu crisis-level appearances, calling for the expertise of the specialists to reduce the possibility of major disturbances.

Measurement 4

Citizen perception of the level of police service and the level of impact of an appearance made by a specialist.

Questionnaires are presently being developed to measure the level of impact of an appearance made by a specialist, as a speaker or a crisis averter. The questionnaires will be completed by representatives of the group(s) upon which the specialist is impacting.

OBJECTIVE 2

To decrease the potential for repeated occurrences of impact crimes through an increase in the number of in-progress calls to police as a result of concentrated community contact by the specialists.

As the specialists will be crisis-oriented, the communities in which they will concentrate their efforts cannot be precisely pre-determined. These target areas are likely to become more numerous as the specialists become more established. Both short-term and long-term effects are anticipated, the former referring to the period of time during which the specialist considers his effort to be concentrated in a single target area. Long-term effects refer to the period after the specialist has ceased his concentrated efforts in the target area and moves to another one.

Measurement 1

The number of in-progress calls to police in target areas for the 12 months preceding project implementation.

The time interval for which this measurement is taken depends on the length of time that the specialist is concentrating his efforts in the target area.

Measurement 2

The number of in-progress calls to police in target areas during the period of concentration of a specialist and for 6 months after it ceases being a target area.

Measurement 3

The number of in-progress calls to police in non-target

areas for a 24-month period, 12 before project implementation and 12 following.

The purpose of this measurement is to determine whether there are changes in the number of in-progress calls not directly attributable to the activities of the specialists. These changes will be compared to those in target areas for the appropriate time intervals.

OBJECTIVE 3

To reduce the number of assaults on police officers within the geographic areas under the influence of the specialists.

The measurement of the extent to which this objective is reached is similar to that for Objective 2. In the case of assaults on police, however, there are additional factors which must be considered. Should the area of concentration of a specialist coincide with that of other recently-implemented projects (e.g. additional foot patrol), the number of police in the area would be larger, thereby creating greater opportunity for assaults on police. Counteracting this, however, is the possible assistance from the helicopter patrol during an arrest when many assaults on arresting officers occur; this factor would tend to cause a decrease in the number of assaults on police.

Measurement 1

The number of assaults on police in target areas for the 12 months preceding project implementation.

The time interval for which this measurement is taken depends on the length of time that the specialist is concentrating his efforts on the target area.

Measurement 2

The number of assaults on police in target areas during the period of concentration of a specialist and for 6 months after it ceases being a target area.

Measurement 3

The number of assaults on police in non-target areas during a 24-month period, 12 before project implementation

and 12 following.

The purpose of this measurement is to determine changes in the number of assaults on police not directly attributable to the activities of the specialists. These changes will be compared to those in target areas for the appropriate time intervals.

DATA MAINTENANCE

The collection process for the majority of data obtained from the Civilian Community Relations Specialists Project will be of a manual nature. Daily, weekly and monthly activity reports from each specialist will be manually analyzed and quantified. These reports will contain complete recapitulations of all activities, meetings, speaking engagements and contacts with the community. These data sheets of all community groups contacted by each specialist will be maintained by the departments' evaluation unit.

Data for the evaluation of assaults on police and in progress calls for service in specific areas of the city will be collected by utilization of the department's computerized historical data bank.

SUPPLEMENTARY COMMENTS

The evaluation of a project which by its very nature demands the collection of subjective components will be difficult to present in strict, objective and scientific format. Emotions, attitudes and opinions, which are the true targets of this project lend little support to objective analysis. The "questionnaire" evaluation approach must be viewed with these restraints in mind. Two objective criteria, assaults on police and in progress calls for service, have been included in the evaluation component only to check and balance what is and must be a predominantly subjective effort.

The civilian community relations specialists shall be utilized within the Community Relations Section on a "tactical city-wide" basis, responding to various socio-economic levels of the community as a specific need or problem exists. Therefore, these specialists shall not be working pre-assigned areas for predetermined time limits. Consequently, target areas for evaluation will fluctuate as tactical deployment dictates.

Any measure of the true effectiveness of this project will be determined from frequent contact with all of those specified community groups or leaders having contact with the specialist(s). This evaluation procedure will require a considerable amount of time and expertise on the part of the evaluator.

REPORT SCHEDULES

Data evaluations for the Civilian Community Relations Specialists Project shall be formulated and retained on a daily and weekly basis within the Community Relations Section and the department's Evaluation Unit.

Monthly evaluations shall also be formulated and retained by the Evaluation Unit to be utilized in the preparing of quarterly and annual Federal reports.

Police Department

Baltimore, Maryland

64 FOOT PATROLMEN

BACKGROUND

The patrol force of the Baltimore Police Department prior to 1967 was mainly comprised of footmen and a small number of supporting mobile units. At this period in the department's history scientific manpower deployment was non-existent. The department was also 400 men under-strength, further depleting the existing foot patrol force, which in turn resulted in excessive delays in response to calls for assistance. These delays in police response to the scene of suspected criminal activity reduced the likelihood of the apprehension of the offender and elimination of the criminal activity. As a result, the citizens of Baltimore had neither respect for, or confidence in their police department.

To resolve the problem of inefficient police service, the system of motorized patrol was initiated as the department's primary operational method. The department's desire to complement the motorized force with a foot patrol force continued to exist but lacked the necessary fiscal support to sustain itself. As predicted, impact crime continued to exist, despite the increase in mobile patrol service. Therefore, the present level of our motorized force must be supplemented with a cohesive and skilled foot patrol force, systematically analyzed and deployed on a geographic and temporal basis.

The funds awarded through this grant will support this foot patrol force which will be utilized to effectively combat impact crime on our public streets.

PROJECT DESCRIPTION

The 64 foot patrolmen will be assigned to those areas that have been thoroughly evaluated and analyzed as to their respective frequency and pattern of crime occurrence. The foot patrol beats will be scheduled in time frames corresponding to the hours of the areas highest crime occurrence. The motorized patrol force will continue to function in its present capacity and will serve in a supportive role to the footmen.

The individual footman will be thoroughly trained and properly equipped with a portable walkie-talkie, enabling him to retain constant communication with the central dispatcher and other units of the patrol force.

The concept of a footpost strategically located in a scientifically and analytically predetermined area is a departure from more conventional concepts of foot patrol.

As crime conditions warrant, footposts will be deployed both singularly (i. e. one footpost to one isolated problem area) and contiguously (i. e. more than one footpost in one problem area). This variable deployment technique will facilitate evaluation of the effectiveness of foot officers working in concert as contrasted to one officer working an isolated area. Both deployment techniques will also be analyzed with reference to their effect on crime displacement.

As crime conditions, trends and patterns change, these assigned foot beats and/or their scheduled time frames may change accordingly. However, any such changes shall be based on a combination of the experience and skilled judgement of the department's command personnel and the accurate crime data produced by the department's computerized crime files.

The foot patrol beats will be geographically small and located where crime problems exist. The officers selected as footmen shall be well-trained and adequately equipped to render the community the highest level of police service.

This phase will be of a six (6) month duration and will proceed in monthly stages of development to the end of the current fiscal year at which time full second year funding will be requested.

OBJECTIVES

OBJECTIVE 1

To reduce the impact crime within the cumulative target areas by at least 5% during the first year.

The reduction of impact crime is the primary objective of the sixty-four foot patrol officer project. The additional foot patrol afforded by the project is entirely supplemental to existing conventional patrol coverage. Past experience has demonstrated that strategically placed foot patrol officers supplementing conventional patrol coverage can yield crime reductions of 5% or more.

OBJECTIVE 2

To determine the extent of impact crime displacement as a result of the project,

Crime displacement or "spill over" must be analyzed to facilitate complete determination of supplemental foot patrol effectiveness. Does concentrated foot patrol cause crime displacement? If displacement exists, how serious is the problem? Can deployment techniques minimize displacement? These are all questions which shall be addressed under this project objective.

OBJECTIVE 3

To establish a positive rapport with citizens in target areas by greater public exposure of police officers.

This project is directed toward increasing personal and business security checks, victimization counseling and ultimately the re-establishment of the neighborhood officer concept. By establishing positive rapport with the community, neighborhood awareness and police communications shall be enhanced which will in turn facilitate reductions in impact crime.

MEASUREMENTS, DATA AND ANALYSIS

OBJECTIVE 1

To reduce the number of Impact crimes in the cumulative target areas by at least 5% during the first year.

The basic measurements regarding this objective are numbers of Impact crimes (by type) for various geographic areas and time periods. These raw data may require adjustments to account for significant changes in population, ethnic mix, socio-economic mix, and other factors which affect crime; such adjustments (or normalizing) will be made should it be mutually agreed to by the CAT and the Baltimore City Police Department. Monthly and cumulative (year-to-date) comparisons will be made between pre-implementation and post-implementation of the project. Although percentage changes is the only measurement specifically named in the objectives, the relatively small number of crimes committed at the footpost level makes it imperative to analyze the absolute numerical change as well.

Measurement 1

The monthly number of Impact crimes in the target footposts during the 12 months prior to project implementation.

Measurement 2

The monthly number of Impact crimes in the target footposts during the 12 months following project implementation.

Measurement 3

The projected monthly number of Impact crimes in the target footposts during the 12 months following project implementation.

Measurement 4

The city-wide monthly number of Impact crimes during a 24-month period, 12 prior to and 12 following project implementation.

Measurement 5

The monthly number of Impact crimes in control areas during a 24-month period, 12 prior to and 12 following project implementation.

When the project becomes operational on a full-scale basis, areas that were previously controlled may in fact become target footposts. With 63 additional patrol officers from the Civilian Employees for Supportive Services Project, it may prove difficult to establish appropriate control areas, target areas and displacement areas.

OBJECTIVE 2

To determine the extent of Impact crime displacement as a result of the project.

Measurement 1

The monthly number of Impact crimes in areas immediately adjacent to target footposts during a 24-month period, 12 prior to and 12 following project implementation.

In cases where footposts are adjacent, areas surrounding the aggregate footpost will be considered for displacement analysis.

Measurement 2

The projected monthly number of Impact crimes in areas immediately adjacent to target footposts during the 12 months following project implementation.

OBJECTIVE 3

To establish a positive rapport with citizens in target areas by greater public exposure of police officers.

Measurement 1

The monthly number of citizen contacts (e.g. business checks, reports of suspicious activity) within target footposts.

This is primarily an efficiency measure, although it does reflect the willingness of citizens to solicit police aid.

DATA MAINTENANCE

The data collection processes for the 64 foot patrol officer project will include both manual and automated procedures.

Activity data reflecting the foot patrol officer's community contacts shall be analyzed and quantified manually (see Appendix 1).

Computer programming for the collection of crime data is near completion. Two distinct computer programs shall be utilized, one specifically designed to facilitate analysis of individual crime categories (see Appendix 2), while the second is designed to review criminal activity geographically and temporally (see Appendix 3).

POLICE DEPARTMENT
BALTIMORE, MARYLAND

OFFICER'S DAILY ACTIVITY REPORT
Form 71 / 339

| | | | | | |
|--------------|----|--------|------|-------------|--------|
| Call No. | 1 | 4 | DA | MO | YR |
| Sequence No. | 11 | 15 | From | To | |
| Weather | 24 | Status | 25 | Total Miles | 26, 27 |
| | | | | | |

| | |
|----------------------------|----------------------------------|
| Officer | Assignment |
| Cos | Equipment Condition - Start |
| Odometer Reading | Equipment Condition - Finish |
| Start _____ Total _____ | Shop No. Day of Week Total Hours |

ACTIVITY AND TIME SUMMARY

| | NO. | NOTES |
|---|-----|-------|
| Accidents Investigated: Fatal and Injury | 01 | 1 |
| Summons Issued: Hazardous Moving Violations | 02 | 1 |
| Other Moving Violations Summons | 03 | 1 |
| Radar - Summons | 04 | 1 |
| Parking - Summons | 05 | 1 |
| Traffic Arrests: Accidents and Non-Accidents | 06 | 1 |
| Point Control - Traffic | 07 | 1 |
| Special Details | 08 | 1 |
| Foot Patrol | 09 | 1 |
| Calls for Service | 10 | 1 |
| Premise Examinations: (Banks, Schools etc) | 11 | 1 |
| Field Interviews: (Car Stop, Junkers etc) | 12 | 1 |
| Felony Arrests: Crimes Against Persons | 13 | 1 |

| | | | |
|-----------------------------------|----|---|---|
| Crimes Against Property - Felony | 14 | 1 | 1 |
| Narcotics - Felony | 15 | 1 | 1 |
| All Others - Felony Arrests | 16 | 1 | 1 |
| Misdemeanor Arrests: Narcotics | 17 | 1 | 1 |
| Unauthorized Use | 18 | 1 | 1 |
| Other Misdemeanor Arrests | 19 | 1 | 1 |
| Total Time All Arrests | 20 | 1 | 1 |
| Warrants Obtained | 21 | 1 | 1 |
| Warrants Served | | 1 | 1 |
| Arrest | 22 | 1 | 1 |
| Search | 23 | 1 | 1 |
| Summons Served | 24 | 1 | 1 |
| Follow-Up Investigations | 25 | 1 | 1 |
| Cases Cleared: | | 1 | 1 |
| Arrest | 26 | 1 | 1 |
| Exception | 27 | 1 | 1 |

| | | | |
|--|----|---|---|
| Unfounded | 28 | 1 | 1 |
| Transport Prisoners | 29 | 1 | 1 |
| Court Appearances: Municipal | 30 | 1 | 1 |
| Grand Jury | 31 | 1 | 1 |
| Criminal | 32 | 1 | 1 |
| Other | 33 | 1 | 1 |
| Total Court Time: | | 1 | 1 |
| On Duty | 34 | 1 | 1 |
| Off Duty | 35 | 1 | 1 |
| Supervision | 36 | 1 | 1 |
| Field Reports Audited and Signed | 37 | 1 | 1 |
| Preliminary Investigations Supervised | 38 | 1 | 1 |
| Case Preparation Supervised | 39 | 1 | 1 |
| Downtime - Servicing Equipment | 40 | 1 | 1 |
| Administrative Time | 41 | 1 | 1 |
| Overtime | 42 | 1 | 1 |

LOG C VERTICES

WRITE DETAILS OF SPECIAL ACTIVITIES BELOW:

Signature of Officer:

Approved By

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POLICE DEPARTMENT BALTIMORE, MARYLAND

PAGE 1

PLANNING AND RESEARCH DIVISION

INDEX CRIMES BY FOOTPOSTS
FOR PERIOD OF 01/04/73 TO 30/04/73

| FOOT BEAT | CRIME CODE | YEAR | COMPLAINT NUMBER | OCCURRANCE DATE TIME | PLACE ADDR | OF OCCURRANCE STREET-NAME | ENTRY POINT | DAY OF WEEK | PREVIS TYPE | METHOD | CLEARANCE |
|-----------|------------|------|------------------|----------------------|------------|---------------------------|-------------|-------------|-------------|--------|-----------------|
| 263 | 50 | 3 | 2D44329 | 240473 0001 | 244 | BROADWAY - S. | | 13 | TUE | 60 | 12 |
| 263 | 60 | 3 | 2D05773 | 030473 2230 | 320 | BROADWAY - S. | | | TUE | 19 | |
| 264 | 5A | 3 | 2D51471 | 280473 1000 | 107 | ALBEMARLE ST. | | 06 | SAT | 01 | 04 |
| 264 | 6G | 3 | 2D45269 | 230473 1900 | 107 | ALBEMARLE ST. | | | MON | 58 | |
| 265 | 3C | 3 | 2D55656 | 300473 1555 | 1416 | BALTIMORE ST. - E. | | | | 23 | 10 |
| 265 | 4A | 3 | 2D26428 | 150473 1400 | 1300 | BALTIMORE ST. - E. | | | SUN | 10 | 15 |
| 265 | 4B | 3 | 7D10521 | 110473 0100 | 1500 | BALTIMORE ST. - E. | | | WED | 10 | 14 |
| 265 | 4B | 3 | 2D19929 | 110473 2345 | 1416 | LOMBARD ST. - E. | | | WED | 10 | 14 |
| 265 | 50 | 3 | 2D47659 | 250473 1930 | 1500 | BALTIMORE ST. - E. | 01 | WED | 54 | 01 | |
| 265 | 50 | 3 | 2D55097 | 280473 1500 | 18 | EDEN ST. - S. | | 17 | SAT | 48 | 90 |
| 265 | 5A | 3 | 2D00602 | 010473 0255 | 134 | EDEN ST. - S. | | 13 | SUN | 01 | 12 |
| 265 | 6G | 3 | 2D06089 | 030473 0800 | 13 | CAROLINE ST S. | | | TUE | 58 | |
| 266 | 3A | 3 | 2D52900 | 290473 0040 | 900 | BALTIMORE ST. - E. | | | SUN | 57 | 10 |
| 266 | 3A | 3 | 2D52900 | 290473 0040 | 900 | BALTIMORE ST. - E. | | | SUN | 57 | 10 |
| 266 | 3B | 3 | 2D45937 | 250473 0105 | 1000 | BALTIMORE ST. - E. | | | WED | 13 | 09 |
| 266 | 4C | 3 | 2D43866 | 230473 2130 | 1000 | BALTIMORE ST. - E. | | | MON | 10 | 13 |
| 266 | 5F | 3 | 2D23769 | 130473 1800 | 1014 | BALTIMORE ST. - E. | 02 | FRI | 29 | 99 | |
| 266 | 50 | 3 | 2D48926 | 260473 1800 | 1145 | BALTIMORE ST. - E. | 12 | THU | 82 | 04 | |
| 266 | 60 | 3 | 2D16394 | 090473 1600 | 1017 | BALTIMORE ST. - E. | | | MON | 1- | |
| 266 | 7A | 3 | 2D27516 | 150473 2200 | 900 | FAYETTE ST. - E. | | | SUN | | |
| 267 | 2J | 3 | 2D18734 | 110473 1145 | 130 | AISQUITH ST. | | | WED | 38 | 90 |
| 267 | 3B | 3 | 2D02099 | 020473 0915 | 100 | COLVIN ST. | | | MON | 10 | 90 |
| 267 | 3A | 3 | 2D54372 | 290473 2100 | 100 | COLVIN ST. | | | SUN | 74 | 10 |
| 267 | 4B | 3 | 2D10716 | 060473 2000 | 130 | AISQUITH ST. | | | FRI | 38 | 14 |
| | | | | | | | | | | | ARREST-JUVENILE |

R 05/15/73
N. STERN

POLICE DEPARTMENT - BALTIMORE, MARYLAND
PLANNING AND RESEARCH DIVISION
SHIFT ANALYSIS OF EVENTS REQUIRING POLICE SERVICE
IN REPORTING AREA 641 PAGE 1 OF 2

DATA FROM 02/21/73
TO 03/13/73

| CRIME TYPE OR INCIDENT | SHIFT | | | | | | | | PAGE | TOTAL |
|------------------------|-------|--------|--------|---------|-----------|----------|--------|----------|------|-------|
| | | SUNDAY | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | | |
| HOMICIDE | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ALL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| RAPE | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ALL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ROBBERY | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ALL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| AGGRAVATED ASSAULT | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ALL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BURGLARY | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ALL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LARCENY | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ALL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Baltimore, Maryland

SUPPLEMENTARY COMMENTS

The collection of crime displacement data in areas immediately adjacent to footposts and control areas will require additional computer programming and machine time. Due to the small size of footposts the adjacent areas analyzed will be correspondingly small in size. This will require the extraction of data by street address rather than by reporting area which is the normal operating procedure. The additional coding, programming, machine time and expense may present problems in the evaluation of the displacement objective.

REPORT SCHEDULES

Crime data and the foot patrol officers' activity data shall be collected monthly within the department. This monthly data will be organized into quarterly and annual Federal reports.

Police Department
Baltimore, Maryland

CIVILIAN EMPLOYEES FOR SUPPORTIVE SERVICES

BACKGROUND

The effectiveness of a police department is directly related to how efficiently the agency utilizes the personnel, finances and equipment at its disposal. The Baltimore Police Department is a firm advocate of the above statement and, in keeping with the intent of this theorem, has made every effort to have as many officers as possible actively engaged in providing police service to the community. As is true with any large organization, a certain percentage of the working force performs functions which provide services to the organization. It is the intent of this program to employ qualified civilians to perform the auxiliary tasks necessary for the successful operation of the organization, thereby permitting the sworn personnel to concentrate on the department's primary functions of preventing, investigating and reducing crime and generally providing those police services necessary to the community through increased foot patrol.

PROJECT DESCRIPTION

This project consists of hiring 63 trained civilians to function in the below described supportive service positions which are presently manned by sworn police officers:

- 21 Record Examiners
- 8 Automotive Dispatchers
- 13 Radio Maintenance Technicians
- 21 Civilian Supervisors

Congruent with the hiring of the 63 civilians will be the reassignment of the sworn personnel to the Patrol Division where they will be deployed in high impact crime areas of the community based on information extracted from the department's historical data bank.

Each civilian hired will possess the qualifications necessary to fulfill the job specifications (see Appendix 1), thus requiring only a brief orientation period as opposed to the time lost training sworn personnel. Likewise, each police officer reassigned to the Patrol Division will be a veteran officer.

The project will extend over a three year period with 49 civilians being hired the first year, 7 additional civilians the second year and 7 more hired the third year.

REVISED: June 23, 1971

Labor and Trades Service
Automotive Equipment Operation and
Maintenance Group

62247

CLASS TITLE: AUTOMOBILE DISPATCHER

CHARACTERISTICS OF THE CLASS: Under general supervision, supervises a car pool; assigns cars and chauffeurs; and does related work as required.

EXAMPLES OF DUTIES: Supervises the operation of a car pool; upon request, assigns cars to city employees; assigns chauffeurs to drive city officials; coordinates and maintains the flow of service work to the repair shop; supervises the issuance of gas and oil, the washing and cleaning of cars, and replacement of minor parts; supervises the parking of cars; maintains records and prepares reports.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from a recognized high school, and one year of experience in the operation of a car pool; or equivalent combination of training and experience.

Knowledge and Skills: Good knowledge of minor repairs and adjustments of motor vehicles; ability to obtain maximum utilization of vehicles and personnel; ability to detect operating defects in automotive equipment; ability to deal tactfully and courteously with city officials, other employees, and the public; supervisory ability.

ADOPTED: December 27, 1972

Public Safety, Court, and Law Service
Police Group

79257

CLASS TITLE: POLICE REPORT REVIEWER Grade 27CHARACTERISTICS OF THE CLASS: Under general supervision, reviews police reports for the staff review section in the Central Records Division of the Police Department; and does related work as required.EXAMPLES OF DUTIES: Reviews police reports for accuracy, completeness, legibility, clarity, and proper criminal classification; reads police reports, determines the proper classifications for reported crimes, and returns reports to police patrolmen for correction, if necessary; classifies reports based on federal standards as defined in the Uniform Crime Reporting System and informs police personnel and others of changes in standards; advises police personnel in the districts on completing reports correctly; maintains contact with the districts to have corrected reports returned to staff review; determines the necessity for additional investigation of reported crimes and distributes reports to police investigation units; codes reports with the proper criminal classification symbols; maintains staff review files.MINIMUM QUALIFICATIONS:Training and Experience: Graduation from a recognized high school, and two years of experience in reviewing police reports.Knowledge and Skills: Thorough knowledge of the techniques of reviewing police reports; thorough knowledge of grammar and spelling; analytical ability.

ADOPTED: January 18, 1968

Labor and Trades Service
Communications Operation and
Maintenance Group

63112

CLASS TITLE: RADIO MAINTENANCE TECHNICIAN

CHARACTERISTICS OF THE CLASS: Under supervision, installs, maintains, and repairs two-way radio equipment; and does related work as required.

EXAMPLES OF DUTIES: Installs, disassembles, repairs, and reassembles two-way radio communications systems; tests equipment and determines causes of faulty operations; maintains transmitter power, frequency, and modulation standards as specified by the Federal Communications Commission; installs and maintains antennae and coaxial cables; makes emergency repair to equipment in the field; keeps records of repair work.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from a recognized high school, and four years of experience in electronic maintenance work, one year of which must have been on modern two-way radio equipment; or equivalent combination of training and experience; second-class radiotelephone operator's licence, issued by the Federal Communications Commission; Maryland motor vehicle operator's license.

Knowledge and Skills: Good knowledge of automotive electrical systems; Journeyman skill in radio maintenance work; ability to work from blue prints and sketches.

Appendix I

Baltimore, December 27, 1972

Public Safety, Court, and Law Service
Central Records Division

79265

Grade 35

CLASS TITLE: POLICE RECORDS SECTION SUPERVISOR (STAFF REVIEW)

CHARACTERISTICS OF THE CLASS: Under general supervision, supervises the staff review section in the Central Records Division of the Police Department; and does related work as required.

EXAMPLES OF DUTIES: Supervises and trains personnel in reviewing police reports for accuracy, completeness, legibility, clarity, and proper criminal classification; reads police reports, determines the proper classifications for reported crimes, and returns reports to police patrolmen for correction, if necessary; classifies reports based on federal standards as defined in the Uniform Crime Reporting System and informs police personnel and subordinates of changes in standards; consults regularly with superior on changes, new procedures, and related matters in staff review; instructs classes on report writing and administrative changes affecting report writing procedures; advises police personnel in the districts on completing reports correctly; supervises and participates in coding reports with the proper criminal classification symbols and coordinates the distribution of police reports to other organizational units in the department.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from a recognized high school, and six years of experience in administrative work; or equivalent combination of training and experience; provided that training in a university or college of recognized standing may be substituted on a year for year basis for the experience requirement.

Knowledge and Skills: Thorough knowledge of the techniques of report writing; thorough knowledge of grammar and spelling; ability to learn the methods and procedures involved in reviewing police reports; analytical ability; ability to instruct others; administrative ability.

ADOPTED: December 27, 1972

Public Safety, Court, and Law Service
Police Group

79265

Grade 35

CLASS TITLE: POLICE RECORDS SECTION SUPERVISOR (PRINTING, MICROFILMING, AND MAILING)

CHARACTERISTICS OF THE CLASS: Under general supervision, supervises the printing, microfilming, and mailing sections in the Central Records Division of the Police Department; and does related work as required.

EXAMPLES OF DUTIES: Supervises the printing of police reports and inspects finished work for accuracy and clarity; operates offset printing presses; performs major and minor repairs on presses; cleans and performs preventive maintenance on presses; supervises the activities of the mail room and is responsible for the proper distribution of the departmental mail; supervises the microfilming of divisional records and is responsible for the operation and maintenance of microfilming equipment; trains personnel in the three sections; orders and distributes all supplies in the sections.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from a recognized high school, and five years of experience in the operation of offset printing presses; or equivalent combination of training and experience.

Knowledge and Skills: Thorough knowledge of the operation of offset printing presses; thorough knowledge of the qualities of paper stock; ability to supervise others in the operation and maintenance of printing and microfilm equipment and in the distribution of mail.

APPENDIX I
APRIL 27, 1972

Appendix I

Public Safety, Court, and Law Service

79265

Grade 35

CLASS TITLE: POLICE RECORDS SECTION SUPERVISOR (FINGERPRINT IDENTIFICATION)

CHARACTERISTICS OF THE CLASS: Under general supervision, supervises the fingerprint identification section in the Central Records Division of the Police Department; and does related work as required.

EXAMPLES OF DUTIES: Assigns work to and trains fingerprint technicians; is responsible for the maintenance of criminal photograph and fingerprint files and the operation and maintenance of the section's equipment; corresponds with other organizations on fingerprint matters; classifies and compares fingerprints to aid in solving crimes, particularly in cases of difficult fingerprint identification; reports on fingerprint and photography identifications to other law enforcement agencies that make requests for such information; maintains an inventory of supplies and distributes them to departmental personnel in the districts and headquarters; assists in preparing budget requests and monthly reports.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from a recognized high school, completion of a recognized training course or the Federal Bureau of Investigation inservice training course in fingerprint identification, and three years of experience in fingerprint work; or equivalent combination of training and experience.

Knowledge and Skills: Thorough knowledge of fingerprint classification according to the Henry System with F.B.I. extensions; ability to compare fingerprints accurately; supervisory ability.

Police Department
Baltimore, Maryland

Appendix I

ADOPTED: December 27, 1972

Public Safety, Court, and Law Service
Police Group

79265

Grade 35

CLASS TITLE: POLICE RECORDS SECTION SUPERVISOR (CRIMINAL HISTORY)

CHARACTERISTICS OF THE CLASS: Under general supervision, supervises the criminal history section in the Central Records Division of the Police Department; and does related work as required.

EXAMPLES OF DUTIES: Supervises and trains personnel in filing police reports and index cards, in receiving and answering inquiries for information from police patrolmen in the districts, in operating computer-typewriter equipment to obtain information on criminals from the National Crime Information Center and other law enforcement agencies, and in providing police personnel and the public with information from files on criminal records over the division's counter at headquarters; corresponds with other organizations on matters involving criminal records; resolves problems arising in the section, including those involving the location of records; arranges personnel work schedules; recommends new work procedures and revision in existing ones; requisitions supplies from the division; schedules the microfilming of records in accordance with retention policy and disposes of obsolete records that do not require microfilming; supervises and participates in the maintenance of records and the preparation of reports.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from a recognized high school, and six years of experience in administrative or responsible clerical work; or equivalent combination of training and experience.

Knowledge and Skills: Thorough knowledge of all phases of office management; ability to develop office and records management procedures; supervisory ability.

OBJECTIVES

By releasing sworn law enforcement personnel from supportive duties to patrol operations, an additional 63 police officers will be available for direct service to the public. Utilizing sworn personnel in this manner will produce street crime reductions comparable to those anticipated under the 64 foot patrol officer project.

OBJECTIVE

To improve the efficiency of specific departmental supportive service units.

By utilizing less costly civilian personnel in the supportive functions, payroll costs and training expenses will be minimized. The key to improved efficiency in this project is the cost effectiveness of the operation. Additionally, it is anticipated that civilians selected for the project will be better qualified for the positions and more suitable for the assignments than sworn personnel.

MEASUREMENTS, DATA AND ANALYSIS

OBJECTIVE 1

To improve the efficiency of specific departmental supportive service units.

The measurements pertaining to this objective consist of those referring to the 63 sworn officers released to patrol duty and those referring to the 63 civilians who will be performing the supportive services. The first group of measurements is identical to that for the Sixty-Four Foot Patrol Officer Project. The second group of measurements will be discussed in the present section. The assessment of the capabilities of the civilians in executing the specified supportive services will involve comparisons to existing standards of performance. The criteria upon which the civilians will be judged will include, but not be limited to the following.

Measurement 1

Availability of resources.

This efficiency measurement will include factors such as the rate of hiring civilians, the number of applicants, and the qualifications of applicants. Although no specific numerical value will be developed, an appreciation for the level of success in competing in the civilian labor market will be obtained. This will be compared with the difficulty in obtaining police recruits.

Measurement 2

Quantity and quality of work output.

This effectiveness measurement will be derived from evaluations of the individual civilians.

Measurement 3

Absentee rate.

This is a measure of civilians' attitudes toward their work and involves both efficiency and effectiveness.

Measurement 4

Qualifications.

This measurement will involve the tabulation of the civilians' qualifications: education level, years of experience, special training, etc. It will be correlated with the results of Measurement 2.

Measurement 5

Training time.

Although the civilians hired will presumably have the expertise for a particular function (e.g. radio technician), a certain amount of training is required for application to police work.

Measurement 6

Cost, including training, salaries and overhead.

These data will be used to develop a cost-effectiveness measure to be compared with that for police officers.

DATA MAINTENANCE

This Impact Project will, by its very nature, require two distinct evaluations. The data to support the evaluative efforts relative to the 63 sworn officers assigned to patrol duty as a result of this project shall be automated with the exception of the officer's daily activity report.

The measures, objectives and data collection will be identical to those categories outlined in Annex B. The feasibility of employing civilians to function as supportive service specialists will be evaluated on data maintained and analyzed manually. The quantity and quality of work, training time, qualifications and suitability of assignment for each civilian will be collected and analyzed through the individual's performance evaluations.

5.1 PRELIMINARY CONCLUSIONS

The evaluation of the benefits and/or disadvantages of civilian specialists replacing sworn personnel will be conducted within certain perimeters to insure objectivity. Certain key elements will be identified and analyzed to determine the overall value of this program to the Baltimore Police Department.

REPORT SCHEDULES

Comparisons shall be made on a quarterly and annual basis and the standard measure shall be the past recorded performance of the sworn personnel previously functioning in the described supportive service positions.

Police Department

Baltimore, Maryland

EXPANSION AND OPTIMIZATION OF
HELICOPTER PATROL COVERAGE

BACKGROUND

Prior to the initiation of the Baltimore Police Helicopter Impact Program, the department operated two Hughes 300-C's and one Fairchild-Hiller 1100. Since December, 1971, the department has developed and instituted three major patrol oriented programs. Though encouraging evaluative results were realized, certain restrictions were identified that have prevented a conclusive evaluation concerning the true impact of aerial patrols from being attained.

The first problem arises in the area of mandatory non-flight or downtime resulting from prescribed manufacturer's procedures for maintenance and service. In conjunction with this limitation, and just as acute, is the indeterminate unscheduled maintenance requirements which by their very nature, are uncontrollable. The immediate effect of these limitations is a significant decrease in flight time in a ratio that increases as the accumulated flight hours increase. This, logically, reduces aerial patrol time, reduces in-progress apprehension, and hampers attempts to successfully evaluate any true impact.

The second problem area encountered was the aerial patrol time lost for servicing or refueling the vehicle every two hours. Though the helicopters have a fuel capacity to allow air time of approximately 2.5 hours, the department instituted specific procedures to assure a margin of safety which rules out the possibility of the aircraft from running out of fuel while in flight. The refueling problem prevented the helicopter from being "on-station" continuously and thus enable to respond to all in-progress calls for service. This situation was further compounded by the inability to relieve the aircraft due for refueling with another aircraft because of the maintenance downtime which would have resulted from the proportional increase in total flight hours. Thus, the department found itself caught between the dilemma of providing continuous air coverage for relatively short time periods or providing scheduled coverage (with time lost for refueling) over considerable periods of time. This dilemma can be converted easily into crime statistics revealing that during one recent study 46.3% of the assault and robberies committed during the helicopter's patrol time frame occurred when the aircraft was out of service for refueling and therefore unable to respond.

Hence, in analyzing helicopter related effects on the street crime in Baltimore, certain important criteria were discovered. To

effectively evaluate the true impact helicopters have on crime, and consequently to reduce crime, continuous aerial coverage must be provided without any functional time lost for maintenance, both scheduled and unscheduled, requirements and refueling.

This knowledge culminated in a Federal grant application under the High Impact Program for two additional helicopters to supplement the existing fleet.

PROJECT DESCRIPTION

Choice of Area Criteria

Determination of the selected helicopter patrol area was based upon the analysis of basic criteria developed for five alternative areas. The criteria included crime, population, square mileage, socio-economics, residential/commercial composition, visibility, safety factors and the amount and types of ground patrol modes.

After comparing the advantages and disadvantages of each alternative and determining (by visual account) the actual physical characteristics of the areas, the department selected one geographic sector through the center of the City of Baltimore. The target area is composed of all or portions of five police districts: the Southwestern, Western, Central (excluding the downtown business district), Eastern and Southeastern. Combined, this area represents 9.2 square miles and contains 25.1% of the city-wide population with a traditionally resistant 47% of the total city-wide impact crime problem. The socio-economic factors define the area as being of predominately lower-income, residential composition. Commercial zones are common within the target area but are not of a conglomerate nature..

Operationally, the target area's physical characteristics are advantageous to helicopter patrols. The actual downtown business district, which contains most of the multi-story buildings, was excluded from the test area for obvious reasons. Since the physical make-up is void of excessive foliage, a high visibility factor is inherent in the program.

Additionally, the target area is geographically situated as to minimize the possibility of crime displacement. The area to the west of the target area, Gwynns Falls Park, presents a natural boundary to crime and its displacement. The area south of the target area is augmented by crime control teams, a highly concentrated downtown patrol deployment and innovative footposts. To the east of the project area is a large, secure industrial park and a cemetery. The area north of the target area is reinforced by crime control teams, innovative footposts and Druid Hill Park. It is anticipated that these natural and police barriers will prove effective in minimizing the displacement of crime.

Specifics of the Deployment Plan in the Area of Selection

The Helicopter Impact Project will encompass the deployment of helicopters within the selected area on a continuous daily patrol basis for the hours of 10:00 AM to 2:00 AM which will equal sixteen projected accumulated flight hours per day. The continuous patrol factor will be accomplished by providing on-station relief of aircraft and will afford an intensive patrol effort within the target area. This system of coverage requires the assignment of six flight officers and six aerial observers.

In addition to primary deployment in the target area, a tactical aircraft patrol operation will be conducted in high crime sectors exclusive of the designated area of emphasis. Ideally, the hours for the tactical operation will vary according to the times that the particular crime problems are occurring. The key factor for utilization of the tactical patrols will be flexibility, however, the hours of assignment will generally fall within the perimeters of a day and an evening shift. Since this patrol technique emphasizes flexibility, the crew members assigned to this deployment will have set, low crime occurrences, leave days. Barring unforeseen unscheduled maintenance requirements and congruent with pilot availability, this system should add up to eight additional hours of flight coverage to the City of Baltimore per day. Only two flight officers and two aerial observers will be assigned to this function. On-station relief cannot be realized in this phase of the operation.

In summary, helicopter patrols will be conducted daily from 10:00 AM to 2:00 AM in the primary patrol area utilizing the factor of on-station relief. This will provide 112 flight hours of intensive helicopter coverage per week. Also, tactical deployment will be conducted five of the seven days in high crime areas exclusive of the target area, thus affording up to an additional 40 hours of project flight time per week. To accomplish the combined operation, eight flight officers and eight aerial observers will be utilized.

In planning the evaluative stages of the Helicopter Impact Project, operational constraints must be considered important in distinguishing the projected time on-station from the actual. One constraint is patrol time lost for weather. The department will document each instance where flight time is reduced for adverse weather conditions. Though this may be limited for the first six months of the operation, it is expected that the later winter months will bring a reduction in operations.

Another conceivable constraint which may occur can be credited to an abnormal percentage of unscheduled aircraft maintenance within a relatively short period. Though the department has developed a scheduled maintenance requirement into its aircraft relief factor, unscheduled maintenance may account for a reduction of the operational capacity of the unit for a short time period. Again, documentation of flight time lost due to this indeterminate factor will be made.

The Baltimore Police Department's helicopters will remain task-oriented to patrol functions. Procedure and policy has been developed and implemented to assure adherence to the prescribed operational program. Exceptions will be made regarding operational format only in the area of emergency calls for police service. Should an in-progress emergency call be received by the Communications Division dispatcher, by nature, either a police officer in trouble, or a high impact crime in the area outside of the target area, then the helicopter patrolling in the target area will respond when the tactical aircraft is not in service.

Finally, it is anticipated by this department that no deployment changes will be made as to the selected area of patrol since this area historically has been the focus of the crime problem in the City of Baltimore and is considered physically ideal for helicopter observation.

OBJECTIVES

OBJECTIVE 1

To reduce Impact crime by at least 5% in the selected high crime area, from that during comparable periods in the area prior to project implementation.

This is the primary objective of the helicopter project. Analysis will be accomplished by comparing the Impact crime in the patrol area occurring during the helicopter patrol time frame and outside the time frame with crime data for the same time periods last year.

OBJECTIVE 2

To determine differences in the number of Impact crimes between the target area and areas not patrolled.

The evaluation will reflect the Impact crime occurring during the helicopter's patrol time frame in the emphasis area as compared to the Impact crime occurring in other areas during the respective time frame. Fulfilling this objective will assist in providing an accurate appraisal of the helicopter's impact in patrol operations.

OBJECTIVE 3

To exhibit an apprehension rate for in-progress calls responded to by the helicopter greater than the apprehension rate in which no helicopter was available.

Meeting this objective will provide documented evidence supporting the theory that the quicker response to crime scenes afforded by helicopter operations increases the offender apprehension rate. All high impact offenses which are dispatched as in progress within the target area will be analyzed. Arrest rates will be determined for those calls occurring during helicopter operations and when the helicopter is not aloft.

OBJECTIVE 4

To determine the cost-effectiveness of helicopter patrol, as compared to all other patrol methods.

This analysis will compare the cost per impact crime arrest of the helicopter patrols in relation to the cost per impact crime arrest of conventional ground patrols. Other objective and subjective criteria will be analyzed in determining the economic effectiveness of this patrol technique.

OBJECTIVE 5

To compare the effectiveness of helicopter patrol in combination with other patrol techniques.

Comparisons of helicopter utilization in combination with various patrol modes and other physical crime deterrent techniques such as street lighting will be conducted to determine the most effective combination of modes. Specifically, the analysis will focus upon the operational effectiveness of the helicopter in conjunction with foot patrol, vehicular patrol and in target areas hardened by street lighting.

MEASUREMENTS, DATA AND ANALYSIS

OBJECTIVE 1

To reduce Impact crime by at least 5% in the selected high crime area, from that during comparable periods in the area prior to project implementation.

The basic measurements for this objective are the numbers of Impact crimes, by type, in the selected high crime area of helicopter patrol. Monthly and cumulative (year-to-date) numbers of Impact crimes will be compared to the same periods from the previous year and to projections based on historical data. Because of the large size of the helicopter patrol area, no control area could be identified. Therefore, changes in Impact crime in areas of the city not patrolled by the helicopter will be compared to changes in the patrolled area as a rough measure of helicopter patrol effectiveness. Minimum displacement should occur since the patrol area is virtually surrounded by other crime control activities.

Measurement 1

The number of Impact crimes in the target area during patrol periods.

In order to establish the effectiveness of the helicopter as a deterrent to criminal activity, Impact crime during patrol periods must be identified. Changes in criminal activity during non-patrol periods will provide a measure of temporal displacement.

Measurement 2

The number of Impact crimes in the target area during comparable periods prior to project implementation.

Measurement 3

The projected number of Impact crimes in the target area during the periods of helicopter patrol.

These projections will be based on historical crime data.

OBJECTIVE 2

To determine differences in the number of Impact crimes between the target area and areas not patrolled.

Measurement 1

The number of Impact crimes in the target area during the patrol periods.

Measurement 2

The number of Impact crimes in the target area during non-patrol periods.

Measurement 3

The number of Impact crimes in non-patrol areas during the patrol periods.

Measurement 4

The number of Impact crimes in non-patrol areas during non-patrol periods.

Essentially, various comparisons of Measurements 1-4 can be used to determine the effectiveness of the helicopter as a deterrent to criminal activity and to identify temporal and geographic displacement.

OBJECTIVE 3

To exhibit an apprehension rate for in-progress calls responded to by the helicopter greater than the apprehension rate in which no helicopter was available.

Measurement 1

Apprehension rate for in-progress calls in which no helicopter was available.

Measurement 2

Apprehension rate for in-progress calls to which the helicopter responded.

OBJECTIVE 4

To determine the cost-effectiveness of helicopter patrol,
as compared to other patrol modes.

Measurement 1

Cost per arrest estimate, based on the economic life of
a helicopter.

Measurement 2

Cost per arrest estimates for various mixes of foot and
motorized patrol.

Measurement 3

Cost per hour estimate, based on the economic life of a
helicopter.

This estimate should be based on the fleet of helicopters necessary to maintain the desired level of patrol activity, and should include training.

Measurement 4

Cost per hour estimate of foot and motorized patrols.

This estimate should include training and capital costs, the latter based on the economic life of equipment.

Measurement 5

Ground unit subjective rating of helicopter contribution to
an apprehension (decisive, some help, no help).

Measurement 6

Helicopter patrol's subjective rating of its own contribu-
tion to an apprehension (decisive, some help, no help).

Measurements 5 and 6 will be made in the helicopter field report and at the Central Records Division by staff review of ground unit field report. For each relevant incident, the two will be compared, and a judgment will be made regarding the effectiveness of the helicopter's participation in an apprehension.

OBJECTIVE 5

To compare the effectiveness of helicopter patrol in combination with other patrol techniques.

Measurements of the numbers of Impact crimes in areas of the city having combinations of the following patrol modes will be made: foot patrol, motorized patrol. Areas with some combinations will have street lighting, while others will not. The analysis will consider periods of time both prior to and following implementation of the various projects, in addition to projected crime for those periods.

DATA MAINTENANCE

The data collection processes for proper evaluation of the Helicopter project will include both manual and automated procedures.

Crime statistics and calls for service information will be provided through computer programming facilitated by the department's historical data bank.

Offense and arrest reports reflecting helicopter activity or assistance will be manually collected and reviewed.

Flight schedules, maintenance reports and weather reports will also be quantified manually as will a supplementary flight activity report.

SUPPLEMENTARY COMMENTS

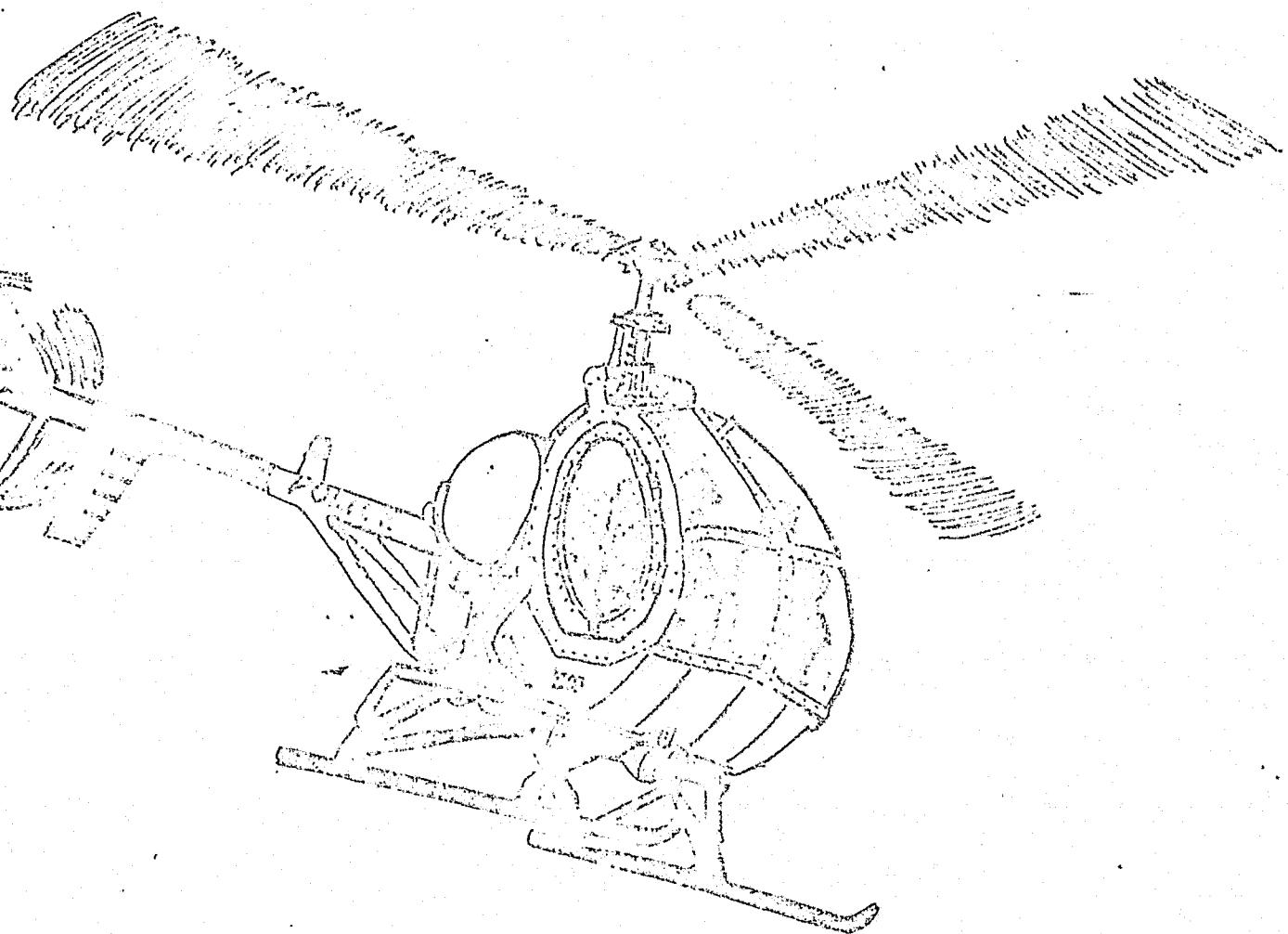
Historically, the geographic area selected for the helicopter project has reflected a traditionally resistant 47% of the total city-wide impact crime problem. Reductions of impact crime are expected as a result of the project. Notwithstanding these reductions, changes in the target area's boundary are not expected. However, adjustments in tactical deployment will be occasionally made as conditions warrant. Rescheduling of the primary unit's operations within the target area can be expected for the optimization of safety and maximization of effectiveness.

REPORT SCHEDULES

Data for the evaluation of the helicopter project will be collected and analyzed on a monthly basis. From these monthly evaluations, quarterly and annual reports will be prepared.

STANDING OPERATING PROCEDURES

HELICOPTER UNIT, POLICE DEPARTMENT
BALTIMORE, MARYLAND



GENERAL ORDER 2-73

DONALD D. POMERLEAU
COMMISSIONER

Police Department

Baltimore, Maryland

General Order 2 - 73

23 March 1973

Subject: Standing Operating Procedures, Helicopter Unit

BACKGROUND

In November, 1970 the Baltimore Police Department formed a Helicopter Unit. This action resulted from the awarding of a Federal Grant Under Title I of the Omnibus Crime Control and Safe Streets Act of 1968 to support the initial purchase of a helicopter. During the initial developmental phase, operational and administrative control of this Unit rested with the Director, Planning and Research Division.

PURPOSE

The purpose of this manual is to develop a complete standard reference for all facets of the helicopter program of the Baltimore Police Department. It encompasses policies and procedures created as a result of the experiences gained during the initiation, development, and operation of the Helicopter Unit. Additionally this General Order promulgates the procedures governing the Administration, Operational and Service activity of the Unit.

Compliance with the detail of this directive is required of all members of the force.

ADMINISTRATION

See Annex A

SAFETY OPERATIONS

See Annex B

G.O. 2-73 - Subj: Standing Operating Procedures, Helicopter Unit

AERIAL OPERATIONS

See Annex C

MAINTENANCE

See Annex D

EMERGENCY AND PRECAUTIONARY LANDINGS

See Annex E

SCOPE

It is the policy of this department to utilize helicopters primarily for crime prevention and related patrol functions. Geographic and temporal deployment is based upon command level analysis of accurate historical data provided by the Planning and Research Division.

Special assignments, however, may be requested in writing through channels to the Deputy Commissioner, Operations Bureau.

OMISSION

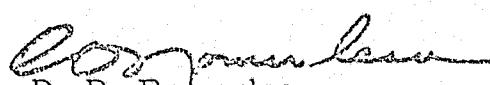
Technical data related to the mechanics of helicopter functioning is excluded as this information is readily available in the operating manual provided by the aircraft manufacturer.

REVISION

Police Commissioner's Memorandum 70-116.

EFFECTIVE DATE

This order is effective upon date of publication.


D. D. Pomerleau
Commissioner

G.O. 2-73 - Subj: Standing Operating Procedures, Helicopter Unit

ANNEXES:

- A - Administration
- B - Safety Operations
- C - Aerial Operations
- D - Maintenance
- E - Emergency or Precautionary Landings.

Distribution "A"

I certify that I have read and fully understand this order.

(Signature)

Police Department
Baltimore, Maryland
23 March 1973

ANNEX A (Administration) to General Order 2-73.

I. Policy

It is the policy of the Baltimore Police Department to utilize its helicopters primarily for crime prevention and related police patrol purposes. Safety supersedes all other factors in flying our aircraft.

II. Organization

The Baltimore Police Department Helicopter Unit is assigned to the Tactical Section for administrative purposes, direct operational control will be by the Deputy Commissioner of the Operations Bureau. Technical advice shall be provided by the Technical Advisor--See Appendix 1.

The Helicopter Unit will be comprised of a Supervisor, designated by the Police Commissioner, and selected police officers serving in the capacity of flight officers, and aerial observers. The Supervisor will report directly to the Deputy Commissioner of the Operations Bureau.

III. Personnel

A. Supervisor of the Helicopter Unit

Under the control of the Deputy Commissioner of the Operations Bureau, the Supervisor of the Helicopter Unit will have responsibility for the operation and administration of the Helicopter Unit. The Supervisor will coordinate all flight activities, schedules, training, and programs for the Unit and prepare analytical reports to be reviewed by the Deputy Commissioner of Operations.

B. Flight Officers

Flight officers are employed primarily for their expertise as professional helicopter pilots. Qualifications for selection include the basic requirements as established for

ANNEX A to GO 2-73

the selection of entrance level officers. Additionally, flight officer applicants must possess a minimum of 1,400 hours flight time in helicopters and meet the physical qualifications of a Class II military flight physical to include a maximum weight of 180 lbs.

Upon completion of entrance level training, pilot aspirants are eligible for certification of flight proficiency by an assigned certification flight officer of the Helicopter Unit. Successful candidates will be designated flight officers as the needs or vacancies occur and will serve at the pleasure of the Police Commissioner.

The flight officer's primary duty is the safe and effective operation of departmental aircraft in accordance with FAA regulations and departmental procedures.

As a skilled technician in the field of aviation and a police officer, the flight officer must remain knowledgeable of all FAA regulations, aircraft manufacturer's bulletins, specifications for departmental aircraft, and departmental policies and regulations. Tenure as a flight officer will be contingent upon adaptability, performance, proficiency, medical leave, and adherence to all rules and regulations applicable to members of this department.

The revocation of orders to "flying status" will be at the sole discretion of the Police Commissioner and such action will be final and not subject to appeal. Should revocation occur the flight officer would revert to the classification grade and step commensurate with his years of service.

C. Aerial Observers

The aerial observer functions primarily as an airborne coordinator between the helicopter and ground personnel.

Selection for the position of aerial observer shall be made from those volunteers who possess a minimum of three years experience in patrol. Additionally, aerial observer aspirants must meet the standards of a FAA Class III flight physical and not exceed 180 lbs. weight.

ANNEX A to GO 2-73

Qualified personnel who are interested in becoming aerial observers must apply by initiating a request for transfer as established by current departmental policy. A brief resume should also be submitted with the following data included:

1. age, height, weight;
2. date of appointment;
3. assignments since entering department;
4. education and training, departmental or other;
5. flying experience.

Selection of personnel meeting the criteria necessary to qualify as potential aerial observers will be made by the Police Commissioner and based upon a thorough review of the applicant's personnel folder, recommendations of previous commanding officers and the results of an oral interview board.

The interview board will be comprised of the Supervisor, Helicopter Unit, and command personnel designated by the Police Commissioner.

Tenure as an aerial observer will be contingent upon adaptability, performance, and continuance of meeting a Class III FAA flight physical.

IV. Records and Forms

A. Helicopter Activity Report - Form M71/105--See Appendix 2

Completed daily by each member of the Helicopter Unit to record each member's activity for a particular day.

B. Individual Flight Record - Form M70/104--See Appendix 3

Used to record daily flight time, type of flight activity, and aircraft used. Information is recorded on a monthly, yearly, and to date basis and is available for FAA inspection.

ANNEX A to GO 2-73

C. Assistance Report - Form 71/317--See Appendix 4

Log of activity in which the Helicopter Unit assisted in Police activity.

D. Special Operations Report - Form M71/49--See Appendix 5

1. Requests for special flight activities other than regularly scheduled operations within the department.
2. Requests from other law enforcement or government agencies.

E. Helicopter Flight Schedule - Form M71/110--See Appendix 6

Produced weekly, indicating scheduled flight activity for the period covered. Schedules will be posted in the helicopter operations office.

F. Monthly Flight Time - Form M71/158--See Appendix 7

Comparison of flight activity scheduled for one calendar month and the actual time flown. Indicates reason for deviation between scheduled and actual times flown.

G. Maintenance Record - Form M72/189--See Appendix 8

Completed when electrical or mechanical problems are discovered in the aircraft. When repairs are completed, maintenance personnel must verify that the problems have been corrected.

V. Schedules

A. Regular flight operations will be controlled by posted schedules that will serve as an operational order.

B. Conditions such as weather, or mechanical malfunction necessitate that schedules remain flexible. Conditions may require the alteration or abandonment of posted schedules and the adoption of alternate schedules.

ANNEX A to GO 2-73

- C. Operation schedules will be developed under the direction of the Deputy Commissioner of Operations by the Supervisor of the Helicopter Unit from statistical crime analysis. Schedules will be developed on a weekly basis and will be posted in the helicopter operations office. Copies of the schedule will be sent to the Chief of Patrol's Office and the Communications Division.
- D. Commanding officers with a need for helicopter deployment shall apply in writing through channels to the Deputy Commissioner of the Operations Bureau. Requests should be submitted one week prior to anticipated need and should include:
 - 1. type of patrol or surveillance;
 - 2. time frames requested;
 - 3. specifics regarding coordination with ground units, communications data and ground markings which will be used for identification.
- E. Requests for immediate tactical deployment outside the designated patrol area due to current exigencies which cannot be made through normal channels may be approved by the duty officer.
- F. Requests from agencies outside the department for use of a helicopter must be submitted in writing to the Police Commissioner.

VI. Administrative Programs

A. Training Programs

- 1. All command personnel, captains and above, will be given orientation briefings and demonstrations of the helicopter operation. Material will include the capabilities, limitations, and availability of the aircraft.

ANNEX A to GO 2-73

2. In-service training of departmental personnel provides an opportunity to present the total helicopter program to all other sworn members of the department. The program will encompass all facets of the utilization of helicopters as an integral part of the Operations Bureau. Material covered will include personnel requirements and selection, patrol and surveillance methods, operational capabilities and limitations, and the position occupied within the organizational structure.

B. Community Relations Programs

An important facet in the implementation of a helicopter program is the understanding of the program by the community. Channels of communications to the community include:

1. news media;
2. district community relations councils;
3. civic organizations;
4. business organizations;
5. schools;
6. churches.

C. Aerial Identification Program

Before information can be relayed by the aerial unit to a ground unit, the identity of the ground unit must be known. Likewise, a specific point of reference which is easily identifiable from the air facilitates the exchange of information between the ground unit and the aircraft.

This need for identification resulted in a program of attaching reflective numeral decals clearly visible to a helicopter on all marked Baltimore Police Department vehicles. The numerals used represent the individual shop number of the vehicle.

This program has been extended to include a comprehensive plan of aerial identification for private and public sectors of Baltimore City. With the cooperation of the Metropolitan Baltimore Chamber of Commerce, several hundred key building owners have displayed rooftop identification. Currently, the plan is continuing in an effort to provide rooftop identification for schools, small businesses, and other locations.

4. Building Identification

a. Reflective Decals

- i. This technique consists of attaching white weather resistant decals to a darkened surface, preferably blue or black.
- ii. The size of the numerals or letters should be a minimum of thirty inches high with a five inch stroke and spaced no less than six inches apart.
- iii. The numerals and letters are mounted on a darkened platform and depending upon the structure of the roof should be of an angle of 15-20 degrees.
- iv. On a flat roof this can be achieved by placing the numerals on an A-frame structure.

b. Reflective Paint

- i. Numerals and letters are cut from an appropriate material to the recommended dimensions.
- ii. The figures are then painted with white enamel and reflective glass beads are applied before the paint is dry.
- iii. The numerals and letters are then attached to a darkened surface and mounted to the roof.

ANNEX A to GO 2-73

c. Painted Bricks

- i. Buildings with flat roofs, or those with a slight angle can be marked by using painted bricks.
- ii. Bricks should be painted a color that can easily be distinguished from the color of the roof.
- iii. Mounting should be on the narrow long side of the bricks, which are then arranged to form the numerical and alphabetical street address.

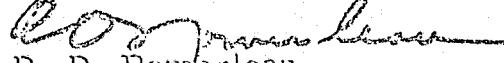
2. Vehicle Identification

a. Reflective Decals

- i. This technique consists of attaching decals of recommended dimensions to a vehicle where they will be clearly visible to a helicopter.
- ii. The decals should be contrasting in color, reflective and weather resistant.

b. Reflective Paint

- i. Numerals or letters are painted on the vehicle with enamel paint.
- ii. Glass beads are applied before the paint dries.


D. D. Pomerleau
Commissioner

ANNEX A to GO 2-73

APPENDIXES:

| | |
|---|--------------|
| 1 - Technical Advisor | |
| 2 - Helicopter Activity Report | Form M71-105 |
| 3 - Individual Flight Record | Form M70-104 |
| 4 - Helicopter Assistance Report | Form M71-317 |
| 5 - Special Operations Report | Form M71-49 |
| 6 - Helicopter Flight Schedule | Form M71-110 |
| 7 - Helicopter Unit Monthly Flight Time | Form M71-158 |
| 8 - Daily Flight/Maintenance Record | Form M72-189 |

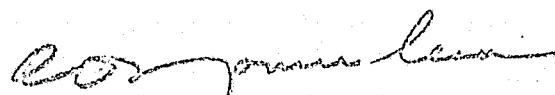
Distribution "A"

Appendix I (Technical Advisor)
to Annex A
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

The Technical Advisor, Helicopter Unit, shall be designated by the Police Commissioner, and he shall serve in this capacity until such designation is revoked. The Technical Advisor will be selected based on his possession of comprehensive knowledge of aviation activities and experience in flight operations including qualification as an operational aviator.

In accordance with the foregoing, C. Jared Glauser, Deputy Commissioner, Administrative Bureau, being a qualified Naval aviator and having served in command positions in military aviation organizations in excess of twenty years, is designated Technical Advisor, Helicopter Unit. Deputy Commissioner Glauser has served in this capacity since inception of the Department's helicopter program and has been involved in the development of the operational concept, helicopter procurement, pilot and crew selection and training, and the current evaluation.


D. D. Pomerleau
Commissioner

Appendix 2 (Helicopter Activity Report)
to Annex A
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

| Helicopter Activity Report From M 7/105 | | | | POLICE DEPARTMENT BALTIMORE, MARYLAND | | | |
|--|----------|-------------------|---------------|--|-----------------|------|---------|
| DA | MO | YR | SOC. SEC. NO. | Name | Rank | FUEL | OIL |
| DUTY STATUS | CALL NO. | BEGAN DUTY (Hrs.) | | Start | Equipment Check | gal. | etc. |
| TOTAL | | FLIGHT Hrs. | | A/C Ident. No. | Day of Week | | Weather |
| | | | 15 | | | | |
| | | | 24 | | | | |
| | | | 29 | | | | |
| No. Hrs. | | | | No. Hrs. | | | |
| Preventative Patrol | 50 | | | Operational Patrol Area I | 61 | | |
| Selective Patrol | 51 | | | " " Patrol Area II | 62 | | |
| Surveillance | 52 | | | " " Patrol Area III | 63 | | |
| Recon. Evaluation | 53 | | | Auxiliary Equipment Use | | | |
| Training | 54 | | | Public Address System | 64 | | |
| Administrative | 55 | | | Searchlight | 65 | | |
| Operational Support of: | | | | Siren | 66 | | |
| Patrol Division | 56 | | | Hoist | 67 | | |
| Crim. Inv. Div. | 57 | | | Weather Down Time | 68 | | |
| Traffic | 58 | | | Mechanical Down Time | 69 | | |
| Administrative Bureau | 59 | | | Administrative Dn. Time | 70 | | |
| Other Agencies | 60 | | | Other | 71 | | |
| On Duty Court Time | 80 | | | Off Duty Court Time | 81 | | |

(Reduced 50%)

D. D. Poitierleau
D. D. Poitierleau
Commissioner

Appendix 2 (Helicopter Activity Report Cont.) Police Department
to Annex A Baltimore, Maryland
to General Order 2-73 23 March 1973

LOG OF ACTIVITIES

WRITE DETAILS OF SPECIAL ACTIVITIES BELOW:

Symptoms of Disease

Accepted by

500

(Reduced 50%)

D. D. Pomerleau
D. D. Pomerleau
Communication

A-2-2

Appendix 3 (Individual Flight Record)
to Annex A
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

(Reduced 50%)

Con vosma lema
D. D. Padilla
Commisséner

Appendix 4 (Helicopter Assistance Report)
to Annex A
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

| Helicopter Unit Assistance Report Form 71/317 | | Police Department Baltimore, Maryland | | Flight Officer _____ Aerial Observer _____ Unit # _____ | |
|---|------|---|-----------------------|---|-----------|
| DATE | TIME | NATURE OF INCIDENT AND COMPLAINT NUMBER | LOCATION AND DISTRICT | ACTION TAKEN | NARRATIVE |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

(Reduced 50%)

D. D. Ponterleau
D. D. Ponterleau
Commissioner

A-4-1

Appendix 5 (Special Operations Report)
to Anexo A
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

| | | | |
|--|------------------|--|-----------------------|
| Helicopter Unit Special Operations Report Form M 71/49 | | Police Department Baltimore, Maryland | |
| Date/Time Requested: | Requesting Unit: | Requesting Officer: | Phone No. Ext. No. |
| <u>Details:</u> | | | |
| <u>Call Numbers:</u> | | | |
| <u>Location:</u> | | | |
| <u>Communications:</u> Channel _____ Band _____ | | | |
| <u>Action Taken:</u> | | | |
| <u>Aircraft:</u> _____ | | | |
| <u>Flight Time:</u> _____ | | | |
| <u>Personnel:</u> _____ | | | |
| Received By: _____ | | | |
| Date/Time: _____ | | | |

(Reduced 50%)

D. B. Pomerleau
D. B. Pomerleau
Commissioner

Appendix 6 (Helicopter Flight Schedule)
to Annex A
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

(Reduced 50%)

D. D. Pomerleau
D. D. Pomerleau
Commissioner

Appendix 7 (Helicopter Unit Monthly Flight Time)
to Annex A
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

| Helicopter Unit Monthly Flight Time Actual / Projected Form M-71 / 198 | | POLICE DEPARTMENT BALTIMORE, MARYLAND | | | | | | | Month Total Flight Time |
|---|--------|--|---------|-----------|----------|--------|----------|-------------------|-------------------------|
| | | Month of: 19 | | | | | | | Projected Hrs. |
| Dates | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Total Flight Hrs. | Projected |
| | | | | | | | | | Actual |
| | | | | | | | | | Difference |
| | | | | | | | | | Projected |
| | | | | | | | | | Actual |
| | | | | | | | | | Difference |
| | | | | | | | | | Projected |
| | | | | | | | | | Actual |
| | | | | | | | | | Difference |
| | | | | | | | | | Projected |
| | | | | | | | | | Actual |
| | | | | | | | | | Difference |
| | | | | | | | | | Projected |
| | | | | | | | | | Actual |
| | | | | | | | | | Difference |
| | | | | | | | | | Projected |
| | | | | | | | | | Actual |
| | | | | | | | | | Difference |

(Reduced 50%)

D. D. Ponterleau
D. D. Ponterleau
Commissioner

Appendix 8 (Daily Flight
to Annex A
to General Order 2-73)

Police Department
Baltimore, Maryland
23 March 1973

(Reduced 50%)

D. D. Pomerleau
Commissioner

Police Department
Baltimore, Maryland
23 March 1973

ANNEX B (Safety Operations) to General Order 2-73

I. Introduction

In providing the safest and most efficient service possible to the community, the Helicopter Unit will operate within certain safety and flight limitations. In addition to the guidelines established by this manual, the Helicopter Unit will adhere to All Federal Aviation Rules and Regulations and manufacturer's manuals for departmental aircraft.

II. General Safety Rules

- A. Safety Margin - All persons shall stay at least fifty feet away from the helicopter rotors when the rotor blades are in motion unless otherwise authorized by the pilot or observer.
- B. Approaching the Aircraft - When within fifty feet of the helicopter, all persons shall approach the aircraft in a crouched position from the front where the pilot can observe the person at all times. Never approach the helicopter from the rear or any side where the ground level is higher than the ground on which the ship is standing or hovering unless otherwise instructed by the pilot or observer.
- C. Leaving the Aircraft - When leaving the helicopter while the rotor blades are in motion, walk in a crouched position directly to the front or side of the aircraft until fifty feet clear of the blades. Never walk to the rear or in a direction from the aircraft where the ground level is higher than the ground level on which the ship is standing.
- D. Tail Rotor - Remain clear of the tail rotor at all times.
- E. Parked Vehicles - Vehicles shall not be permitted within 50 feet of the helicopter rotor blades.

ANNEX B to GO 2-73

- F. Smoking - Smoking will be prohibited within 100 feet of the helicopter during fueling, takeoff or landing operations.

III. Flight Limitations

A. Weather Conditions

1. The helicopter will not be flown when wind velocity exceeds 30 mph during the day and 20 mph during the night.
2. During inclement weather, the helicopter will not launch unless the Visual Flight Rule minimums are met (three miles visibility and 1,000 foot ceiling.) Should an emergency requiring the use of the helicopter arise, the pilot may request a special Visual Flight Rule clearance from the Air Traffic Control Center to one mile visibility and clear of clouds. Departmental authorization for special VFR clearance flights will be made by the Police Commissioner or, in his absence, by the Deputy Commissioner of Operations after consultation with the Technical Advisor.

B. Load Limitations

1. Aircraft will not be loaded to exceed the maximum gross weight established by the manufacturer.
2. All passengers will be required to wear seat belts during flight.

C. Minimum Altitude

1. During normal patrol functions the helicopter will not descend below the altitude of 200 feet AGL during daylight hours.
2. During night operations the aircraft will maintain a minimum lateral clearance of 300 feet from the highest obstruction within 1/4 mile radius of the aircraft and 300 feet AGL.

ANNEX B to GO 2-73

D. Minimum Airspeed

The helicopter can be operated at 0 miles per hour at a hovering out-of-ground effect if:

1. the altitude is lower than 25 feet or higher than 200 feet;
2. the aircraft is kept within power settings required by the manufacturers, and;
3. the aircraft is facing into the direction of the wind.

E. Flight Limitations

1. Patrol flights shall be terminated thirty minutes prior to fuel exhaustion.
2. Should the pilot or observer develop flight fatigue or a sudden illness the flight shall be terminated immediately.

IV. Procedure for Anti-Sniper Conditions

A. Information concerning the presence of a sniper can be learned in two manners:

1. information received by the Communications Division dispatcher of an anonymous threat nature;
2. information relayed by ground units of the actual presence of a sniper.

B. Should an anonymous call of a threatening nature be received by the Communications Division dispatcher then the following procedures will be performed:

1. the Communications Division dispatcher will inform the helicopter crew members of the receipt of a potentially dangerous anonymous call by using the pre-determined code for this incident;

ANNEX B to GO Z-73

2. the aircraft will leave the area immediately until the situation has been clarified.

C. Should the presence of a sniper be actually confirmed by ground units the following procedures will be performed:

1. the Communications Division dispatcher will inform the helicopter crew members of the incident by utilizing the pre-determined code;
2. the helicopter will leave the area immediately;
3. if the ground units request helicopter support, this support will be limited to the extent that the helicopter will remain sufficiently distant from the hazardous area to insure protection of the aircraft from ground fire.

V. Procedure for Emergency Landings of the Helicopter

See Annex E

D. D. Pomerleau
D. D. Pomerleau
Commissioner

Distribution "A"

Police Department
Baltimore, Maryland
23 March 1973

ANNEX C (Aerial Operations) to General Order 2-73.

I. Duties and Responsibilities of Flight Officers

A. Pre-Flight Responsibilities

1. Flight officers shall be responsible for performing the following duties prior to all flights:
 - a. contact ground personnel to assure aircraft readiness;
 - b. contact US Weather Bureau for present and forecasted weather conditions;
 - c. check NOTAMS (Notice to Airmen);
 - d. pre-flight aircraft in accordance with manufacturer's operator's manual;
 - e. insure problems previously reported or discovered during pre-flight are repaired;
 - f. starting and run-up procedures will be performed in accordance with the aircraft manufacturer's operator's manual;
 - g. all special equipment (siren, public address systems, searchlights) will be tested prior to flight.
2. Flight officers shall be responsible for performing additional duties prior to all cross-country flights:
 - a. all charts or maps of flight route and final destination will be obtained and reviewed;
 - b. a flight plan will be prepared and filed with Air Traffic Control with an estimate of departure and in-flight time;

ANNEX C to GO 2-73

- c. contact US Weather Bureau for present and forecasted weather conditions at points of departure and destination.

B. In-Flight Responsibilities

- 1. Flight officers have the final responsibility for the safe and proper operation of the aircraft.
- 2. Flight officers are responsible for compliance with all FAA regulations.
- 3. Flight officers should be responsive to the requests of aerial observers in order to accomplish the police mission however, flight officers shall never operate aircraft outside the confines of safety requirements. (It is better to abort a mission than to risk a mishap.)
- 4. Flight officers will handle radio communications with control towers, and other aircraft.
- 5. If a landing becomes necessary at a location other than an authorized airport or heliport, the flight officer will review the following, prior to landing:
 - a. wind direction and velocity;
 - b. flight hazards surrounding the area;
 - c. hazardous debris in the area;
 - d. surface of landing area;
 - e. load capacity on takeoff.

C. Post-Flight Responsibilities

- 1. Shutdown and securing of aircraft will be performed according to the manufacturer's operator's manual for the particular aircraft.

ANNEX C to GO 2-73

2. Aircraft will be given a post-flight inspection to ascertain engine oil leaks and airframe damage.
3. All mechanical or electrical problems will be reported to maintenance personnel immediately via a Maintenance Request Form - M72/189.
4. The flight officer will complete the entry in the aircraft flight logbook for any operational problems in the aircraft.

II. Duties and Responsibilities of Aerial Observers

A. Pre-Flight Responsibilities

1. Aerial observers shall be responsible for the preparation of equipment for the successful completion of the particular flight operation.
2. The aerial observer will review current crime information from the Planning and Research Division and lookouts.
3. The aerial observer will contact the Communications Division Shift Commander by landline and advise on any deviation of the posted flight schedule.
4. During initial start and engine run up, aerial observers will stand by outside the aircraft with a fire extinguisher prepared to render assistance in the event of a fire.

B. In-Flight Responsibilities

1. Aerial observers will direct the flight officer where to fly, when to perform a particular search pattern, when to hover, etc., and always within the confines of safety requirements.
2. Aerial observers will operate the aircraft search-light, public address system and siren.

ANNEX C to GO 2-73

3. The aerial observer will handle radio communications between the aircraft, ground patrol units or foot officers, and the Communications Division.
4. The aerial observer will remain alert for activities or persons of a suspicious nature within their assigned patrol area and coordinate an investigative response from a ground patrol unit.
5. The aerial observer will monitor the police communications channel for the area of patrol, and remain alert for calls for service or assistance and in-progress calls.
6. If a landing is effected at a location other than an authorized airport or heliport, the aerial observer will exit the aircraft and assume a position where he may observe the approach of any person to the aircraft. Normally, this position will be to negate the possibility of walking into the tail rotor.
7. The aerial observer will record all activities participated in by the helicopter and maintain a log of all calls for service.

C. Post-Flight Responsibilities

1. The aerial observer will assist the flight officer in the post-flight inspection and securing the aircraft.
2. The aerial observer will complete the necessary reports in relation to activities participated in during patrol.
3. The aerial observer will brief the relieving aerial observer regarding any lookouts, or special activities in the patrol area.

CONTINUED

1 OF 2

ANNEX C to GO 2-73

III. Patrol Procedures

A. Introduction

As an aerial component of the Operations Bureau, the helicopter adds a new dimension to police techniques. Originally, police helicopters had been utilized primarily as an extension of the Traffic Division. Today the police helicopter has come of age. It is an integral part of the patrol operation, involved in the prevention of crime and the apprehension of offenders. Temporal and geographic patrol assignments are determined through command level analysis of accurate historical data as provided by the Planning and Research Division. However, in order to maintain an optimal level of effectiveness, tactical deployment of the aircraft will be responsive to real operational requirements.

B. Types of Helicopter Patrol

1. Preventive Patrol

- a. Scheduled flights over predesignated areas for the purpose of routine police observation.
- b. Performing patrol similar to mobile ground patrol units, with the primary objective being the prevention and detection of criminal acts and the apprehension of perpetrators.
- c. Aerial patrol coverage with the capability to respond to calls for service or requests for assistance in any area of the city.

2. Selective Patrol

- a. Crimes of a serious nature or of a particular pattern may require the use of the helicopter over a specific area at a particular time. Areas of coverage may be determined by statistical analysis conducted by the Crime Analysis Section, Planning and Research Division or other authoritative source.

- b. Selective patrol may be performed by the helicopter independently or in a coordinated effort with the Tactical Section or other selected ground units.
- c. In a coordinated operation, the helicopter personnel will direct ground units to the location of suspicious persons or activities and maintain surveillance of such activities until the investigation is complete.
- d. While performing selective patrol, calls for service outside of the designated area will not be responded to, except as directed by command personnel or the Communications Division.

C. Search Methods

- 1. Searches have as their primary objective the determination of the precise location of persons, property, or activities which are suspected to exist within a definite area.
- 2. Effective search operations require coordination between all participating personnel.
- 3. Specific factors determine the search pattern or technique to be utilized. These are:
 - a. the dimensions of the area to be searched;
 - b. the object of the search;
 - c. the nature of the terrain;
 - d. the time of day or night;
 - e. the time elapsed between actual occurrence and the commencement of the search;
 - f. the available information related to the incident.

4. Search Patterns

- a. Spiral Search - The spiral search will be conducted in a clockwise or counter-clockwise manner, with the initial point being either directly over the incident and working outward, or from an outer point working inward. See Appendix 1.
 - b. Grid Search - The perimeters of the area to be searched are established in rectangular form. Initial point of search will become Point A. Pattern will commence from initial point, paralleling one side of the rectangle to the opposite end Point B. The pattern will continue in this manner until all vertical map points have been covered. The search will then shift to horizontal map coverage of the desired area commencing at Point 1, paralleling the rectangle to Point 2 at the opposite end. This pattern will continue until all horizontal points have been covered. See Appendix 2.
 - c. Strip Search - A rectangular perimeter will be established over the search area. The search will initiate at one end of the rectangle, Point A, and move parallel to one side of the perimeter. Upon arrival at the opposite end of the perimeter, Point B, the helicopter will turn around for a return flight to Point C. Flight from point to point will continue until the desired coverage has been achieved. See Appendix 3.
- Wheel Search - Pattern will originate from directly over the incident location working to an outer perimeter and back again. The distance of the outer perimeter from the initial point will be determined as conditions warrant. The search pattern will be repeated until a 360° radius has been covered. See Appendix 4.

ANNEX C to GO 2-73

- e.. Zone Search - This particular operation will actually be one of omni-presence, or stand-by (hovering) and will be used when a suspect's location has been determined. See Appendix 5.

D. Aerial Surveillance

1. Overt Surveillance

- a. Surveillance performed in an open manner with no attempt to conceal the identity of the helicopter.
- b. The primary use of overt surveillance will be in locating suspects or vehicles and maintaining observation until investigation or apprehension is made by ground units.
- c. Other types of overt surveillance include aerial reconnaissance of crowds, sporting events, fires and major accidents.
- d. Speed and altitude will vary as needed.

2. Covert Surveillance

- a. Surveillance performed in a manner that the person(s) under observation will not be aware of the operation.
- b. During daylight operations the minimum altitude will be 800 feet AGL with a speed in accordance with the requirements.
- c. During night operations the altitude will be no less than 500 feet AGL with a speed in accordance with the requirements.
- d. Examples of covert surveillances include narcotics violations, vice operations, and special investigations.

ANNEX C to GO 2-73

E. Tactical Air Coordination

1. Certain situations may develop that require the adaptation of tactical plans to effect the police objective.
2. Under these conditions, command personnel may have an immediate need for aerial reconnaissance to determine manpower deployment or alternative courses of action.
3. Tactical Air Coordination flights will be of two types:
 - a. Informative flight - The helicopter personnel will function as the "eyes" of command personnel by channeling pertinent information to them.
 - b. Command flight - Command members will personally make aerial reconnaissance in the helicopter.
4. Situations which may require an informative or command flight include:
 - a. major gatherings or parades;
 - b. VIP security deployment;
 - c. major disasters such as fires, explosions, floods, etc.;
 - d. civil disorders or demonstrations.

F. Special Operations

1. Special operations flights will be flights made in support of other law enforcement agencies or other governmental agencies with a critical need.
2. Special operations flights of personnel must be authorized by the Police Commissioner. Requests should be submitted in writing through the Deputy Commissioner of the Operations Bureau.

G. Rescue Operations

1. In cases of extreme emergency, where all other acceptable means of rescue have been exhausted, the helicopter may be requested to perform a rescue operation.
2. In performing rescue operations certain factors must be considered, this should include but not be limited to:
 - a. condition of person to be rescued;
 - b. hazards to flight such as buildings, towers, wires, etc.;
 - c. weather;
 - d. time of the day.
3. Requests for rescue operations will be approved by the Deputy Commissioner of Operations, or in his absence, the Technical Advisor.
4. Once authorization to conduct a rescue mission has been granted, the pilot for the flight will have the final decision as to whether he and the equipment are capable of successfully completing the flight.

D. D. Pomerleau
D. D. Pomerleau
Commissioner

ANNEX C to GO 2-73

APPENDIXES:

1 - Spiral Search

2 - Grid Search

3 - Strip Search

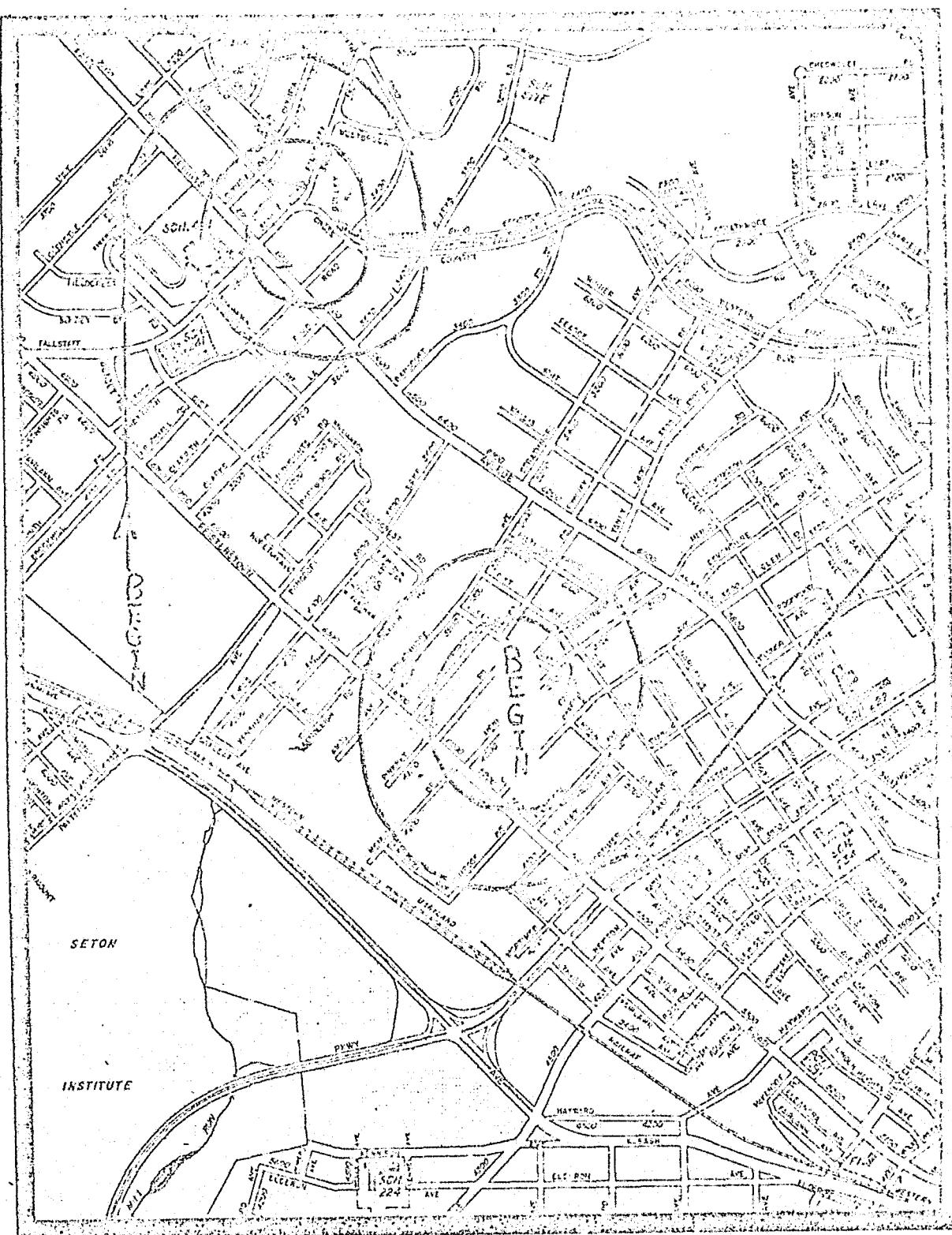
4 - Wheel Search

5 - Zone Search

Distribution "A"

**Appendix 1 (Spiral Search)
to Annex C
to General Order 2-73**

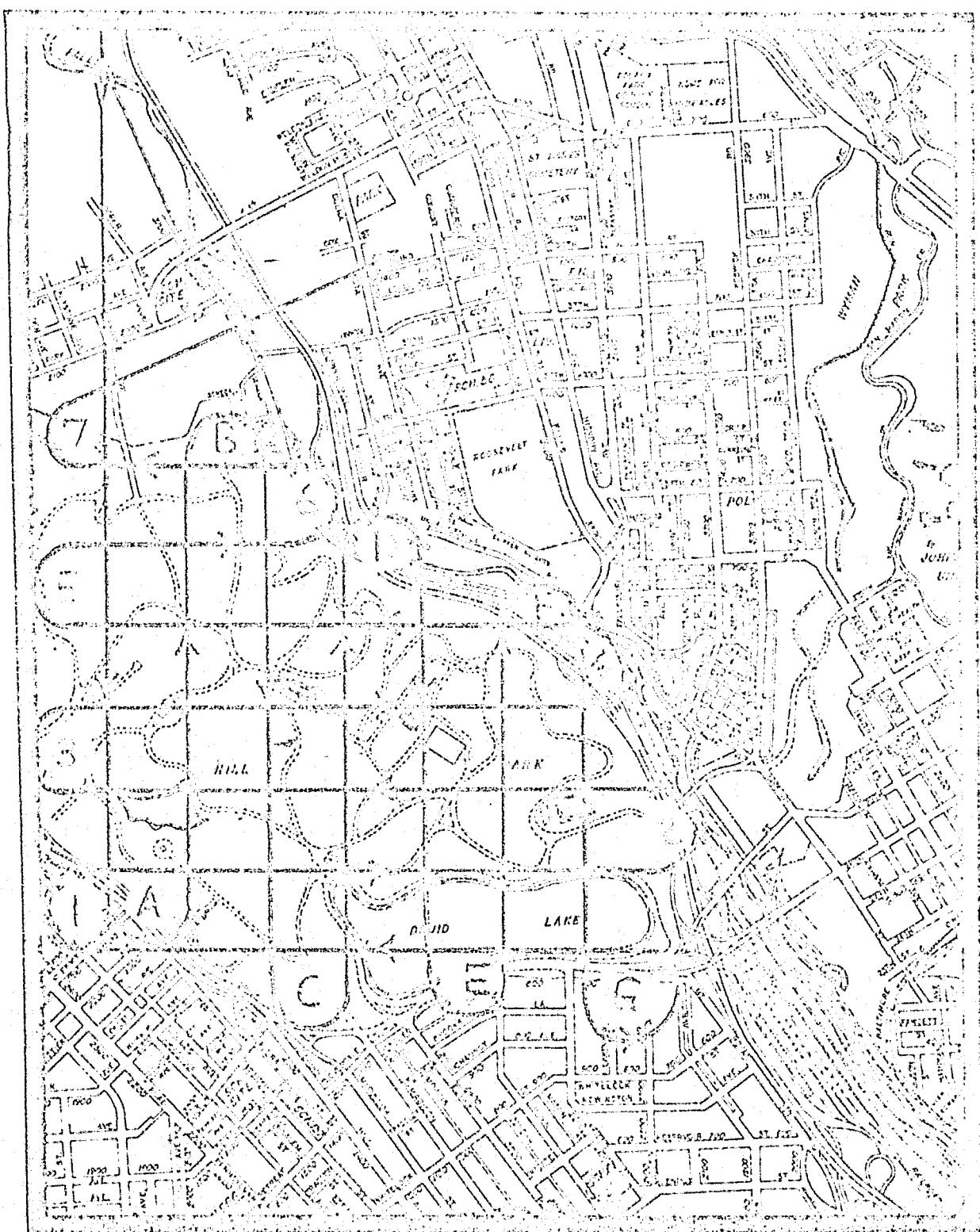
Police Department
Baltimore, Maryland
23 March 1973



D. D. Pomerleau
Commissioner

Appendix 2 (Grid Search)
to Annex C
to General Order 2-73

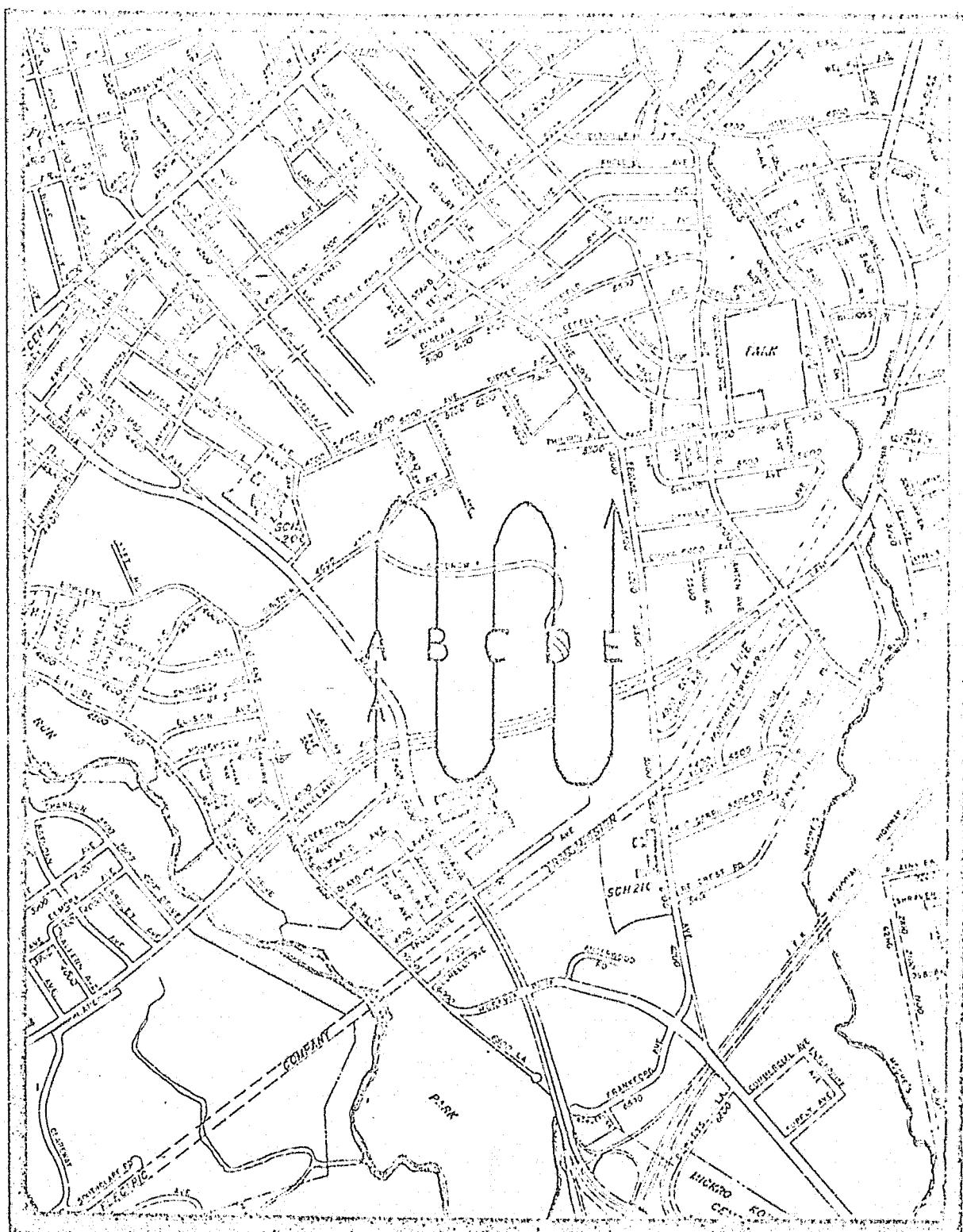
Police Department
Baltimore, Maryland
23 March 1973



D. D. Pomerleau
D. D. Pomerleau
Commissioner

Appendix 3 (Strip Search)
to Annex C
to General Order 2-73

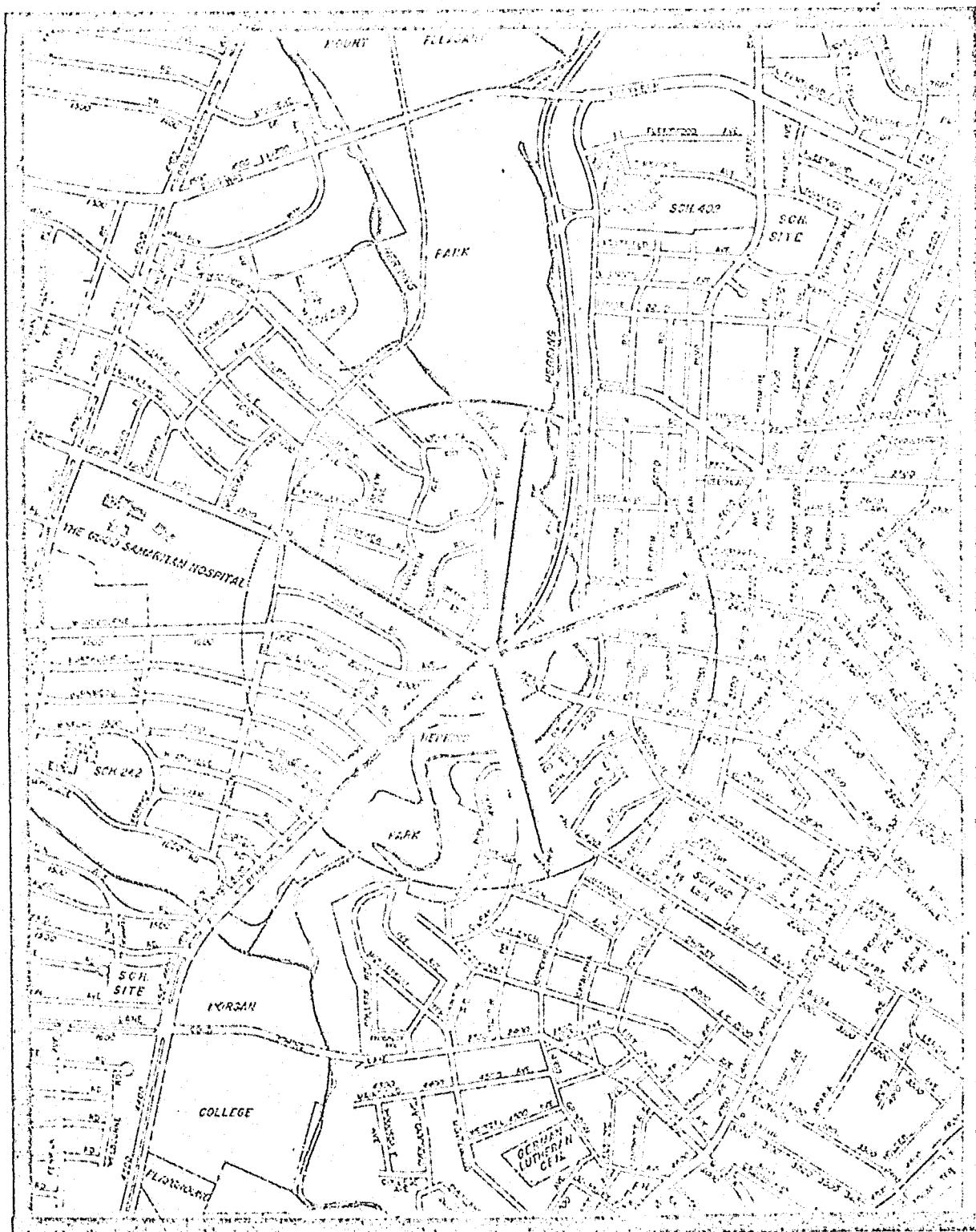
Police Department
Baltimore, Maryland
23 March 1973



D. D. Pomerleau
Commissioner

Appendix 4 (Wheel Search)
to Annex C
to General Order 2-73

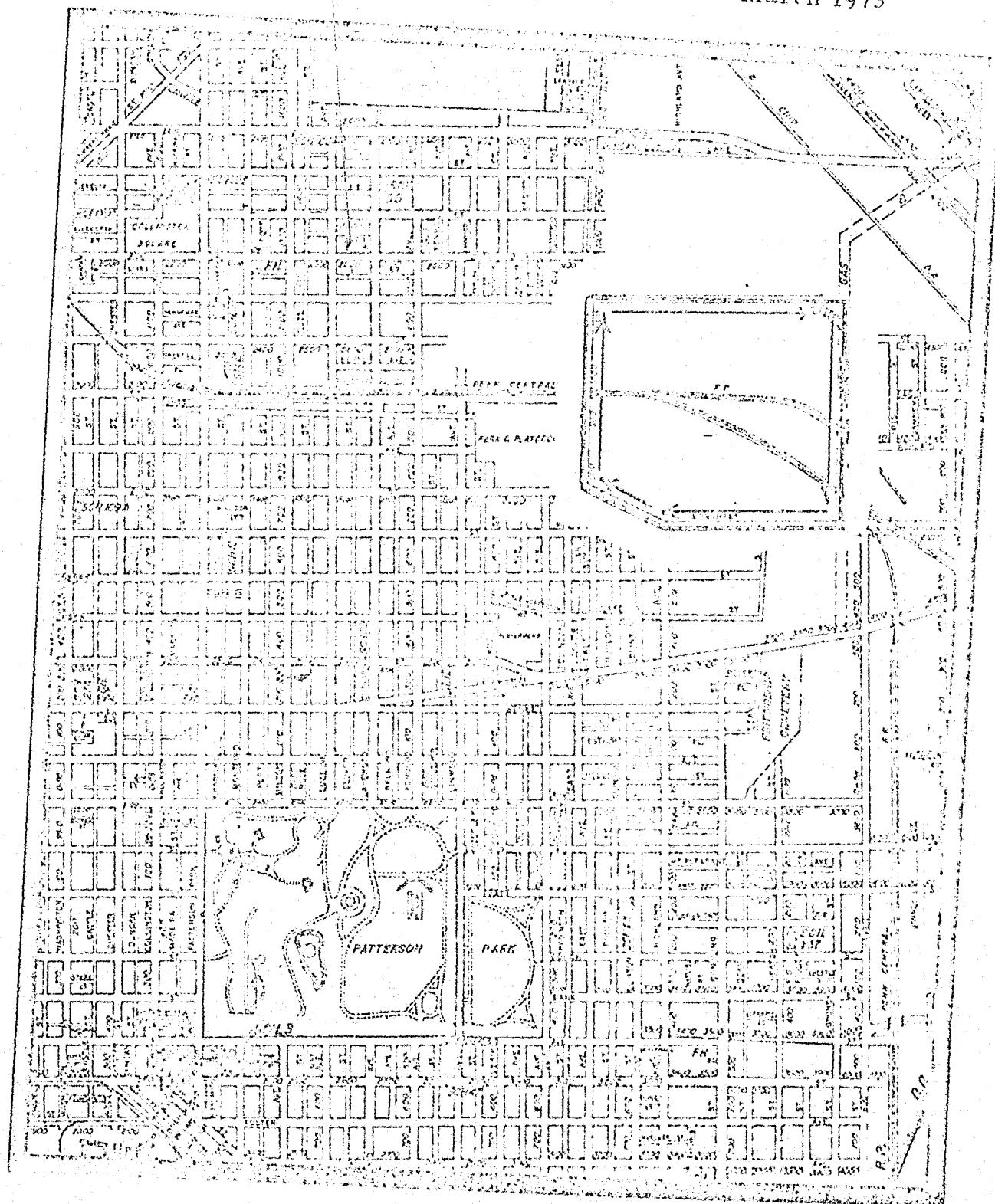
Police Department
Baltimore, Maryland
23 March 1973



D. D. Malone, Jr.
D. D. Malone, Jr.
Commissioner

Appendix 5 (Zone Search)
to Annex C
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973



Karen Jones Lewis
D. D. Pomerleau

Classification

Police Department
Baltimore, Maryland
23 March 1973

ANNEX D (Maintenance) to General Order 2-73.

Equipment Maintenance

Adherence to required maintenance procedures is absolutely essential to insure all departmental aircraft are capable of operating at an acceptable safety level. Therefore, compliance with aircraft manufacturer's scheduled maintenance checks, pre-flight inspections of aircraft and engines as required by manufacturer's operating manual and aircraft directives promulgated by the Federal Aviation Agency must be rigidly ensured. All work performed on departmental helicopters will be accomplished by licensed airframe and engine mechanics as specified by FAA regulations. Maintenance Requests Form M72-189 will be used in each instance - See Appendix I.

A. Scheduled Maintenance

All departmental aircraft shall be maintained and inspected on a regular basis. All maintenance work shall be performed by an agency or agencies as designated by contractual agreement, unless under certain circumstances it would be in the best interest of the department to have such work performed elsewhere. All engine, airframe, electronic, and avionic maintenance or overhaul work accomplished within the provisions of such contract shall be performed by the contractor in accordance with instructions and procedures issued by the appropriate manufacturer as contained in maintenance manuals and documents. It shall be the responsibility of the contractor to obtain or subscribe to those publications required to support and fulfill this requirement. Additionally, maintenance facilities must include a hard surface, concrete or blacktop, landing area capable of receiving helicopters to a weight of 4,000 lbs.

B. Unscheduled Maintenance

In addition to scheduled maintenance, mechanical problems may develop requiring immediate action. Authorization procedures for unscheduled maintenance must be clearly

ANNEX D to GO 2-73

delineated to insure departmental aircraft are operating at the optimal level. Unscheduled maintenance or component replacement that comes within the contractual agreement for maintenance support may be authorized by departmental flight officers when the cost of such maintenance including labor and parts does not exceed the sum of two hundred and fifty dollars (\$250.00).

Maintenance requirements exceeding the cost of two hundred and fifty dollars (\$250.00), for parts and labor, but less than five hundred dollars (\$500.00) will be reviewed for authorization by the Supervisor of the Helicopter Unit. Unscheduled maintenance in excess of five hundred dollars (\$500.00) for parts and labor will be submitted to the Director of Fiscal Affairs for review and authorization.

D. D. Pomerleau
D. D. Pomerleau
Commissioner

APPENDIX:

1 - Maintenance Request Form M72-189

Distribution "A"

Appendix 1 (Daily Flight/Maintenance Record)
to Annex D
to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

(Reduced 50%)

D. D. Poirierleau
Commissioner

Police Department
Baltimore, Maryland
23 March 1973

ANNEX E (Emergency or Precautionary Landings) to General Order 2-73

BACKGROUND

In the operation of a helicopter, consideration must be given to the possibility of emergency situations developing that necessitate landing in areas other than those officially designed as heliports or airports. Conditions around emergency and precautionary landings require procedures that delineate the responsibilities of those personnel needed to effectively handle the situation and to insure adherence to established Federal Aviation Regulations regarding aircraft accidents.

PURPOSE

To promulgate operational procedures applicable to emergency or precautionary landings by departmental helicopters in areas other than those officially designated as airports or heliports.

REQUIRED ACTION

I. Emergency or Precautionary Landings with Personal Injury and/or Major Property Damage

A. Responsibilities - Helicopter Personnel

1. Immediately notify the Communications Division using the assigned code (Appendix 1) and report exact location of the landing.
2. Render such first aid as may be needed by injured persons.
3. Survey the damage to the aircraft and/or any other property and notify the Communications Division as soon as practical indicating the extent of injury or damage.

ANNEX E to GO 2-73

I. . . . Landings with Injury - Damage

A. (Responsibilities - Helicopter Personnel) Cont'd.

4. Request the Federal Aviation Administration Office be notified of the incident and the location. (Appendix 2)
5. Unit personnel will preserve aircraft wreckage, cargo, mail, and all records aboard the aircraft.
6. Prior to the arrival of authorized Federal Aviation Administration representatives, Helicopter Unit personnel will insure the aircraft and its contents are moved or disturbed only to the extent necessary to:
 - a. remove persons injured or trapped;
 - b. protect the public from injury;
 - c. protect the wreckage from further damage.
7. Provide any additional assistance or information requested by Federal Aviation Administration personnel on the scene.
8. Should the aircraft be loaded onto a transporting vehicle, Helicopter Unit personnel will provide the necessary assistance to insure no further damage is incurred.
9. Unit personnel will accompany the vehicle removing the aircraft to a predetermined location, and provide any assistance to properly secure the aircraft.
10. In compliance with Federal Aviation Regulations (Section 430.15), each crew member, if physically able at the time the report is submitted, shall attach thereto a statement setting forth the facts, conditions, and circumstances relating to the accident or incident. If the crew member is incapacitated, he shall submit the statement as soon as he is physically able. Reports will be directed to the Supervisor, Helicopter Unit, to be forwarded through channels to the Police Commissioner.

ANNEX E to GO 2-73

I. . . . Landings with Injury - Damage

B. Communications Division

1. Upon receipt of the designated emergency code (Appendix 1) indicating an emergency landing, the communications dispatcher will immediately contact the Fire Department for the necessary fire apparatus and ambulance. If tide water landing, the US Coast Guard and the Maryland State Police will be notified.
2. The Shift Commander, Communications Division, will be apprised immediately and will have the following units dispatched to the scene:
 - a. the Emergency Vehicle unit;
 - b. sufficient uniformed units to properly secure the area and provide additional assistance;
 - c. the Duty Officer (if after 1630 hours, or Saturday, Sunday or Holiday);
 - d. the District Commander of the district wherein the landing has occurred or, if the landing is outside of Baltimore City, the Commander of the nearest Baltimore Police District (See Section II, Subsection B, paragraphs a and b);
 - e. sufficient Traffic Division personnel to expedite the flow of vehicular traffic in and around the area;
 - f. a Traffic Investigation Section unit;
 - g. a Laboratory Division mobile unit.
3. The Communications Division Shift Commander will also have the following notified:
 - a. the Police Commissioner;
 - b. the Deputy Commissioner of Operations;

I. . . : Landings with Injury - Damage

B. (Communications Division) Cont'd.

- c. the Technical Advisor;
 - d. the Chief of Patrol;
 - e. the Supervisor, Helicopter Unit;
 - f. the Chief Medical Officer;
 - g. the applicable law enforcement agency if landing has occurred outside the geographic boundaries of Baltimore City;
 - h. any additional unit or person that may be requested by the helicopter personnel or the Officer-In-Charge on the scene. Such additional notification will include the company previously authorized to move or haul departmental aircraft;
 - i. the Federal Aviation Administration office, Friendship Airport (761-2610), or if after 1730 hours on Saturday, Sunday or Holiday, the Washington, DC office (local phone 766-3420). (In contacting the FAA the information set forth in Appendix 2, Responsibilities - Helicopter Personnel, paragraph 4, will be adhered to);
 - j. the Office of Disaster Control and Civil Defense;
 - k. the director of Public Information;
 - l. the Consumer Services Bureau where damage has occurred to some structure.
4. The Communications Division Shift Commander will have a transcript made of all communications involving the downed helicopter, from initial call at take off, up to and including the first ground units arriving on the scene of the landing.

ANNEX E to GO 2-73

I. . . Landings with Injury - Damage

C. Patrol Division

1. The primary responsibility of the first officer on the scene of an uncontrolled landing, will be assistance to the crew of the helicopter or any other person who may have been injured.
2. Assistance will include removing of injured personnel from the aircraft and the administering of emergency first aid.
3. In removing injured personnel from the helicopter, officers will use such methods necessitated by existing conditions to safely effect the removal.
4. The Emergency Vehicle Unit will respond to the scene and render assistance as required by existing conditions. Assistance will include the emergency shutdown of the helicopter engine should the pilot be incapacitated.
5. After administering aid that is required immediately, officers will contact the Communications Division and evaluate conditions on the scene, requesting any additional equipment or assistance.
6. Upon the exit or removal of all personnel from the helicopter, and the aircraft presents no additional hazard, officers will be guided by those procedures outlined in Responsibilities - Helicopter Personnel, paragraphs 5 and 6.
7. When the previously outlined duties are completed, the primary responsibilities of those officers assigned to the scene will be crowd control.
8. Upon notification, the ranking officer on duty in the district wherein the landing occurred will respond to the scene and assume operational control as the Officer-In-Charge on the scene until relieved.

ANNEX E to GO 2-73

I. . . Landings with Injury - Damage

C. (Patrol Division) Cont'd.

9. The OIC on the scene will insure that all necessary emergency first aid treatment has been rendered and that sufficient units have been requested to handle the existing conditions.
10. The OIC will insure that the security of the aircraft is preserved.
11. As soon as practical, the OIC will contact the Communications Division and provide an appraisal of the situation.
12. The OIC will insure processing of the scene by personnel of the Laboratory Division and Traffic Investigation Section.
 - a. Processing will include photographs of the overall scene, damage to the helicopter, damage to other property and where practical, the angle of descent of the aircraft.
 - b. Traffic Investigation Section personnel will complete a sketch of the landing area indicating the exact position of the landing (i. e. rear yard 1907 St. Paul St.). The sketch should also indicate all buildings, trees, poles, wires, etc. in the immediate area of the landing and their approximate height.
13. When practical, officers of the Tactical Section will be dispatched to the scene to relieve district officers for patrol.
14. The OIC will insure all personnel assigned to the scene submit a detailed report indicating the activities they performed while on the scene.

ANNEX E to GO 2-73

I. . . . Landings with Injury - Damage

C. (Patrol Division) Cont'd.

15. As soon as practical, the OIC will submit a detailed report of the incident through channels to the Police Commissioner, copies to the Deputy Commissioner of Operations, the Technical Adviser, the Chief of Patrol, and the Supervisor of the Helicopter Unit.

- a. The report will include the name(s) and address(es) of the owner(s) and/or agent(s) of the property on which the landing was made.
- b. If buildings are involved a description of the building and the amount of damage sustained (i. e. three story brick structure, damage to rear porch first floor north side).
- c. If motor vehicles are involved, the name of the owner, operator, and all occupants indicating any injury or damage incurred.
- d. The name or unit numbers of all organizations involved in the incident (i. e. Engine #23, Ambulance #7, Tow Truck City #157).
- e. The name and title of the Federal Aviation Administration representative conducting the investigation.
- f. The name and assignment of all departmental personnel involved in the incident and the function performed by each.
- g. A list of any witnesses to the landing, including any statements taken.

D. Traffic Investigation Section

1. The TIS will be dispatched to all incidents in which a departmental helicopter is involved in an injury or damage accident.

ANNEX E to GO 2-73

I. . . . Landings with Injury - Damage

D. (Traffic Investigation Section) Cont'd.

2. Where the incident occurs in a roadway or traffic thruway, where the normal flow of vehicular traffic is effected, or damage is incurred to a motor vehicle, occupied or unoccupied, moving or standing on a public or private roadway, processing will include those procedures currently in effect for departmental motor vehicle accidents.
3. In all incidents, sketches of the landing area will be completed in detail making reference to the location and height of all buildings, poles, trees, wires, etc. in and around the area.
4. As soon as practical, detailed reports and sketches will be forwarded to the Supervisor of the Helicopter Unit for coordination and forwarding to the Police Commissioner.

E. Laboratory Division

1. Laboratory technicians will photograph the overall scene to include closeups of the helicopter showing specific damage, damages incurred to all other property, and when practical, the angle of descent of the helicopter.
2. If practical the aircraft cockpit will be sealed with evidence tape.
3. Provide any additional service that may be requested by the OIC on the scene or the Federal Aviation Administration investigators.
4. Develop all photographs and other documents relating to the incident and forward to the Supervisor of the Helicopter Unit for coordination and forwarding to the Police Commissioner.

ANNEX E to GO 2-73

II. Unscheduled or Precautionary Landings with no Personal Injury and/or Major Property Damage

A. Responsibilities - Helicopter Personnel

1. Immediately notify the Communications Division by using the assigned code (Appendix 1) giving the location of the landing.
 - a. When practical use map coordinates (Aerial Grid Map) in notification.
 - b. Notification will normally be through police communications. Should police communications be inoperable, then notification is authorized via VHF aircraft radio requesting Friendship Airport Tower personnel to contact police communications by telephone.
 - c. In notification, the reason for landing will be indicated (i.e. sudden adverse or severe weather conditions, minor malfunctions etc.).
2. Request sufficient uniformed personnel to maintain security in the landing area.
3. If the landing is a result of mechanical problems, survey the extent of the problem and advise the Communications Division as soon as practical indicating if additional notification or assistance is needed.
4. If the problem can be corrected at the landing site, those personnel assigned to the aircraft at the time of the landing will remain with the aircraft until the necessary repairs are made.
5. If the problem is of a nature necessitating the removal of the helicopter by another vehicle, assigned personnel will remain with the aircraft to provide assistance in the loading of the aircraft onto the vehicle provided. Helicopter personnel will also accompany the aircraft to a predetermined location and provide the necessary assistance to facilitate the loading of the aircraft.

II. . . . Landings with no Injury - Damage

A. (Responsibilities - Helicopter Personnel) Cont'd.

6. Upon completion of securing the aircraft, Unit personnel will submit a detailed report via Form 95 to the Supervisor of the Helicopter Unit for coordination and forwarding to the Police Commissioner.
 - a. Reports will include the reason for the landing, exact location (i. e. open field north side 1900 E. North Ave. 150' from curbline).
 - b. The name of the owner or agents of the property on which the landing was effected.
 - c. The extent of damage sustained to any property, shrubbery, etc.
 - d. The names and addresses of any witnesses to the landing including any statements taken.
 - e. Name of the company and the individuals transporting or repairing the aircraft.

B. Communications Division

1. Upon receipt of the designated code indicating an unscheduled or precautionary landing, with no injury or fire, Communications Division personnel will notify the Shift Commander of the Communications Division giving the exact location of the landing.
2. The Shift Commander will have dispatched to the scene those units requested by the helicopter personnel.
3. If the landing is effected outside of the geographic boundaries of Baltimore City, the law enforcement agency of the jurisdiction wherein the landing occurred will be notified immediately.

ANNEX E to GO Z-73

II. . . Landings with no Injury - Damage

B. (Communications Division) Cont'd.

- a. Should the landing occur in a County immediately adjacent to Baltimore City (Anne Arundel County, Baltimore County, etc.) the Shift Commander from the closest Baltimore Police District will be dispatched to the scene.
- b. Should the landing occur in a County not immediately adjacent to Baltimore City (Carroll County, Cecil County, etc.) dispatching of departmental personnel will be coordinated through the Deputy Commissioner of Operations, or the Technical Advisor of the Helicopter Unit.
4. The following departmental personnel will be notified:
 - a. the Police Commissioner;
 - b. the Deputy Commissioner of Operations;
 - c. the Technical Advisor of the Helicopter Unit;
 - d. the Chief of Patrol;
 - e. the Supervisor of the Helicopter Unit;
 - f. the Duty Officer (if after 1630 hours on Saturday, Sunday or Holidays);
 - g. the Director of Public Information.
5. Communications Division personnel will notify any additional agency or individual that may be requested by helicopter personnel to expedite the repairing, securing, or removal of the aircraft.

ANNEX E to GO 2-73

II. . . Landings with no injury - Damage

G. Patrol Division

1. Officers dispatched to the scene of an unscheduled or precautionary landing have as a primary responsibility the security of the area. Assistance may include the moving of the aircraft. If such action is required, the assisting officers will be guided by helicopter personnel to insure no additional damage is incurred to the aircraft or any other property.
2. Officers assigned to the landing area have a secondary responsibility, the detouring of traffic and crowd control.
3. The ranking officer on duty in the district wherein the landing occurred, upon notification, will immediately respond to the scene and assume operational control. Questions regarding the moving or storing of the aircraft will be reviewed with Helicopter Unit Personnel prior to authorization.
4. As soon as practical, the ranking officer on the scene will contact the Communications Division by landline and provide an appraisal of the situation.
5. When applicable, the OIC on the scene will insure processing of the area by Laboratory Division and Traffic Investigation Section personnel.
6. The OIC on the scene will submit a detailed report of the incident to the Supervisor of the Helicopter Unit for coordination and forwarding to the Police Commissioner.
 - a. The report will include the names and assignment of all officers participating in the incident and the functions performed by each.
 - b. The names and addresses of any witnesses to the incident, including any statements taken.

ANNEX E to GO 2-73

I. . . . Landings with no Injury - Damage

D. Traffic Investigation Section

1. If the unscheduled or precautionary landing is effected in a roadway or traffic thruway where the normal flow of vehicular traffic is effected, or minor damage is done to any motor vehicle, parked or moving on a public or private road or driveway, the Traffic Investigation Section will process the scene. Processing will include those procedures currently in effect for departmental motor vehicle accidents.
2. In all cases of an unscheduled or precautionary landing, the TIS will provide a sketch of the landing area.
 - a. Sketches should indicate the exact position of the landing (i. e. open field north side of 1900 E. North Ave. 150' north of curbline).
 - b. All buildings, poles, trees, wires, etc., should also be indicated with their approximate height.
3. Provide a copy of all reports and sketches to the Supervisor of the Helicopter Unit for coordination and forwarding to the Police Commissioner.

E. Laboratory Division

1. Photograph the overall scene, and if practical, photograph the angle of descent of the aircraft.
2. Photograph damages incurred by the helicopter and/or any other property.
3. If the aircraft is to be removed from the scene by another vehicle, photographs will be required of:
 - a. preloading;
 - b. loading;
 - c. when secure on transporting vehicle;

ANNEX E to GO 2-73

II. . , Landings with no Injury - Damage

E. (Laboratory Division) Cont'd.

- d. unloading;
 - e. when secure in quarters.
4. Provide any additional service that may be requested by helicopter personnel or the OIC on the scene.
 5. Cause to be developed as soon as practical all photographs and other documents relating to the incident and forward copies of same to the Supervisor of the Helicopter Unit for coordination and forwarding to the Police Commissioner.

D. D. Popierleau
D. D. Popierleau
Commissioner

APPENDIXES:

1 - Landing Communications

2 - FAA Notification Responsibilities - Pilot Personnel

Distribution "A"

Appendix 1 (Landing Communications)
to Annex E to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

Landing Communications

A. Three landing approach codes will be utilized by departmental helicopters and the Communications Division.

1. 10-50 Green - Aircraft making any normal landing other than Friendship Airport. Followed by a 10-20.
2. 10-50 Amber - Aircraft making a precautionary landing as a result of unique conditions or minor malfunction of the aircraft. Followed by a 10-20. This code will also be followed by, upon landing, a status code.
3. 10-50 Red - Landing of an emergency nature where the need for assistance appears imminent; likelihood of aircraft or major property damage, personal injury. Followed by a 10-20. This code will also be followed by, upon landing, a status code.

B. Three status codes will be utilized by departmental helicopters and the Communications Division.

1. Condition Green - Aircraft has landed routinely and without incident. No assistance will be needed unless specifically requested by the helicopter crew member.
2. Condition Amber - Aircraft has conducted an unscheduled or precautionary landing with no personal injury and/or major property damage. Section II of Annex E to GO 2-73 will become effective.
3. Condition Red - Aircraft has conducted emergency or precautionary landing with personal injury and/or major property damage. Section I of Annex E to GO 2-73 will become effective.

C. The loss of voice communications during a code 10-50 Amber or 10-50 Red will automatically be assumed by the Communications Division dispatcher to be a Condition Red and Section I to GO 2-73 will become effective.

D. D. Poirierleau
D. D. Poirierleau
Commissioner

Distribution:

Appendix 2 (FAA Notification
Responsibilities - Pilot Personnel)
to Annex E to General Order 2-73

Police Department
Baltimore, Maryland
23 March 1973

FAA Notification Responsibilities - Pilot Personnel

In notification, include the following information in accordance with
Section 430.6 - Federal Aviation Regulations:

1. type and registration of the aircraft;
2. name of owner and operator of the aircraft;
3. name of pilot in command;
4. date and time of the accident;
5. last point of departure and point of intended landing of
the aircraft;
6. position of the aircraft with reference to some easily
defined geographical point;
7. number of persons aboard, number killed and number
injured;
8. nature of the accident including weather conditions and
the extent of known damage to the aircraft;
9. a description of any explosives, radioactive materials
or other dangerous articles carried.

D. D. Pomerleau
D. D. Pomerleau
Commissioner

Distribution "A"

END