

R-76-121

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Racine, Wisconsin; Patrol Emphasis Program
Requirements Planning

REPORT NUMBER: 76-6

FOR: Racine, Wisconsin, Police Department
City Population: 97,000
Police Strength (Sworn): 211
Total: 292
City Area: 31 square miles

CONTRACTOR: Westinghouse Justice Institute

CONSULTANT: Darrel W. Stephans

CONTRACT NUMBER: J-LEAA-003-76

DATE: March 1976

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FOREWORD

This request for Technical Assistance was made by the Wisconsin Council on Criminal Justice and LEAA Region V for the Racine, Wisconsin, Police Department. The requested assistance was concerned with providing orientation to Department members on the Patrol Emphasis Program, assisting Police Department planners in structuring the Patrol Emphasis Program grant application, and reviewing the LEAA Patrol Emphasis Program implementation plan requirements with Department personnel.

Requesting Agency: Wisconsin Council on Criminal Justice,
Mr. John Scepanski, Police Specialist

LEAA Region V, Mr. Manfred T. Scheer,
Wisconsin State Representative

Approving Agency: LEAA Region V (Chicago), Mr. Terrance T. Doherty,
Police Specialist

I. INTRODUCTION

The Racine, Wisconsin, Police Department submitted a grant application to the Law Enforcement Assistance Administration on October 31, 1975, under the auspices of the Patrol Emphasis Program. Because of some difficulties with the application, technical assistance was requested for three purposes. The first purpose was to provide members of the Racine Police Department with an orientation on the Patrol Emphasis Program. The second purpose was to assist police department planners in providing structure for the application so that it clearly reflected the intent of the proposed program. The third purpose of the technical assistance was to review LEAA implementation plan requirements with Department personnel.

To accomplish the task, it was necessary for the Consultant to review the grant application submitted by the Racine Police Department with a view toward the requirements of the Patrol Emphasis Program outlined in LEAA publication M 4500.ID, dated July 10, 1975, pps. 137-139. In addition, it was necessary to meet with Department planners to provide an orientation of the Patrol Emphasis Program, to review implementation plan requirements, and to clarify ambiguous areas in the grant application.

A meeting was held at the Southeast Wisconsin Regional Planning Unit Office in Racine. In addition to the Consultant, those in attendance were:

- Mr. Terrance T. Doherty, Police Specialist,
LEAA Region V.
- Mr. John Scepancki, Police Specialist,
Wisconsin SPA.
- Mr. Tom Merrifield, Director, Southeast
Regional Planning Council.
- Ms. Barbara Helmer, Southeast Regional Planning
Council.
- Sgt. Al Hoffman, Racine Police Department.
- Officer William Krenuke, Racine Police Department.
- Officer Martin Defapte, Racine Police Department.

2. UNDERSTANDING OF THE PROBLEM

The primary problem with the Racine Police Department grant application was that it did not reflect clearly what the Department intended to do under the Patrol Emphasis Program. Moreover, the relationship between crime analysis, crime prevention, training components, and the patrol function was difficult to define.

The focus of the Patrol Emphasis Program is to increase the police agency's capacity to place patrol manpower in a more effective position to prevent criminal attack and/or to affect apprehension of the criminal through the use of crime analysis and prevention techniques. According to Program guidelines, this is to be accomplished through an improved usage of existing resources.

3. ANALYSIS OF THE PROBLEM

Because of the time constraints associated with the task, it was necessary for the Consultant to use the group meeting as a forum for extracting information about the Police Department and the proposed project. The Consultant also reviewed the Patrol Emphasis Program guidelines and the implementation plan requirements.

In the context of the group meeting, the Consultant sought information in the following areas:

- Patrol deployment practices.
 - Present method.
 - Changes resulting from Patrol Emphasis Program.
- Crime analysis function.
 - Tasks.
 - Information flow.
 - Relationship to Patrol Emphasis Program.
- Crime prevention officer.
 - Tasks.
 - Relationship to Patrol Emphasis Program.
- Training
 - Relationship of proposed training to Program operation.
- Patrol Emphasis Program goals and objectives.
- Patrol Emphasis Program evaluation.

Each of the above areas were discussed in detail. From the information obtained through discussion, the Consultant was able to clarify the ambiguous areas of the proposal and provide a more structured approach to the preparation of a new proposal.

The group discussion clearly indicated that the Racine Police Department planners generally knew what they wanted to do under the auspices of the Patrol Emphasis Program. However, it was apparent that a logical planning approach had not been followed and their general thoughts had not been translated into specific tasks and activities. Therefore, it was necessary to assist the planners in translating their general thoughts to specific tasks and activities.

4. FINDINGS AND CONCLUSIONS

The following are the Consultant's findings relative to the Racine Police Department and its participation in the Patrol Emphasis Program.

- The Racine Police Department intends to allocate patrol personnel under the Patrol Emphasis Program according to specific crime problems identified by the Crime Analysis Unit and/or the crime Prevention officer.
- Strategies to address the identified crime problem will include:
 - A high-visibility approach for prevention purposes.
 - A low-visibility approach for apprehension purposes.
 - A perpetrator-oriented approach for apprehending known criminal offenders.
- Other activities that patrol officers will be engaged in include:
 - Security surveys of the homes of victims of residential burglary.
 - Attendance at community meetings to increase the involvement of citizens in addressing crime problems.
 - Increasing the responsibility of patrol officers in the investigation of criminal offenses.
- The crime prevention officer will support the Program by serving as a resource to patrol personnel for technical security survey questions, by assisting in the training of patrol officers to perform residential security surveys, by identifying areas that patrol personnel can use crime prevention techniques, and by concentrating his efforts on business-related security problems.
- The Crime Analysis Unit will support the project in several ways. These include:
 - The provision of daily crime information bulletins to patrol personnel.

- The identification of specific crime problems and areas by reviewing all offenses on a weekly basis for indications of patterns.
- Periodic meetings with patrol personnel to identify project-related problems and to explore potential solutions to the problems identified.
- Collection of evaluation data.
- The training component of the project will contain five training areas directly related to the conduct of the program.
 - Residential Security Surveys.
 - Criminal Investigation.
 - Human Relations.
 - Motivational Training.
 - Presentation Techniques.

5. RECOMMENDATIONS

It is recommended that the Racine Police Department follow the outline in Table 5-1 in preparing their grant application for the Patrol Emphasis Program. This outline was presented and discussed in detail during the meeting with Departmental planners.

It was also recommended that the Department review their proposed budget to ensure that it adequately reflected Program needs and that a budget justification be included with the grant application.

TABLE 5-1

Outline for Grant Application Preparation

I. Introduction

- A. A description of the Department and the city it serves.
- B. Police patrol philosophy.

II. Objectives and Need for Assistance

- A. Definition of the problem and presentation of supporting evidence.
- B. Statement of Goals and Objectives.
 - 1. Goals -- Statements that reflect the end toward which the Program effort is directed, i.e., specific crime reduction, increased community involvement, and the like.
 - 2. Objectives -- An event or accomplishment that has been planned to bring the Program toward a specified goal. It was recommended that each program activity have objectives specified that include four components.
 - a. Subject Variable -- Who will perform the task.
 - b. Action Verb -- What the subject will do.
 - c. Program Variable -- How it is to be done.
 - d. Criterion of Success -- Example objective: Racine patrol officers (subject variable) will attend community meetings and give speeches (action verbs) on crime prevention techniques (program variable) so that residents who attend those meetings will experience lower burglary rates than they did previously (criterion of success).

III. Results or Benefits

- A. Project expectations.

TABLE 5-1 (Continued)

IV. Approach

- A. How the Department expects to accomplish objectives.
- B. Detailed description of activities and relationships of project components.
 - 1. Patrol strategies.
 - 2. Security surveys and community meetings.
 - 3. Investigative activities.
 - 4. Crime analysis function.
 - 5. Crime prevention officer.
 - 6. Training requirements.

V. Evaluation

Evaluation was discussed in very general terms, and several ideas for evaluating specific program components were discussed. It was recommended that the Program proposal contain information relative to the type of data to be collected, who is to be responsible for collection, and what criteria would be used to assess the degree to which each program objective is or is not met.

END

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