



CITY OF ALEXANDRIA, VIRGINIA

HIGH INCIDENCE TARGET (HIT)
PROJECT EVALUATION REPORT

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ACQUISITIONS

APRIL 1975

ARTHUR YOUNG & COMPANY 

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April 30, 1975

Chief John B. Holihan
Chief of Police
City of Alexandria
400 North Pitt Street
Alexandria, Virginia 22314

Dear Chief Holihan:

Arthur Young & Company is pleased to transmit this evaluation report of the first seven months of operational activity of the City of Alexandria HIT project. This report presents the results of the comprehensive final evaluation analysis conducted for all elements of the Alexandria HIT project by the Arthur Young & Company evaluation team. This evaluation has been an integral part of the overall evaluation of the statewide HIT Phase I and HIT Phase II programs conducted by Arthur Young & Company for the Commonwealth of Virginia and the Virginia Division of Justice and Crime Prevention.

The results of the City of Alexandria HIT project will be included in the HIT Evaluation Handbook, the final report of the overall HIT programs in the Commonwealth to be prepared for the Virginia Division of Justice and Crime Prevention.

We have enjoyed working with you and the other Alexandria HIT personnel. Your excellent cooperation has made the evaluation that much easier to accomplish. In addition to an appreciation for your significant personal involvement in the ongoing evaluation, we would also like to thank Lieutenant Key, Lieutenant Streeter, Sergeant Norris, and the rest of the HIT Squad for their cooperation and assistance.

If you have any questions concerning this report, please do not hesitate to contact us.

Yours very truly,
ARTHUR YOUNG & COMPANY

By

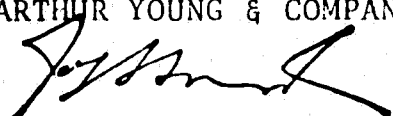

John S. Smock
National Director
Criminal Justice and
Public Safety Services

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I. INTRODUCTION

I. INTRODUCTION

This report presents the evaluation results of the Alexandria High Incidence Target (HIT) project for the first seven months of HIT operations (July 1974 through January 1975) and the previous planning phase.

The Alexandria HIT project is part of an overall statewide effort, sponsored by the Virginia Division of Justice and Crime Prevention, towards achieving a reduction in a target crime in a specified geographical target area over a specified period of time, utilizing crime-specific analysis and implementation techniques. Similar programs are underway in the cities of Hampton, Newport News, Norfolk, Portsmouth, Richmond, Roanoke, Virginia, and the counties of Arlington, Fairfax, and Henrico. Arthur Young & Company has been tasked, by the DJCP, with the responsibility for evaluating each of these HIT projects and also the overall statewide HIT program.

Included in this introductory section are the objectives of this final evaluation, the methodology used, unique evaluation problems in Alexandria, and an outline of the remainder of the report.

1. OBJECTIVES OF THIS EVALUATION

This final analysis is being conducted at seven months of project life in order to provide input to Alexandria officials and the Virginia Division of Justice and Crime Prevention previous to refunding and commencement of the next 12-month operations phase. The objectives of this final evaluation analysis include:

- . Determination of project results, achievement levels, and overall effects of each project element
- . Determination of successful project elements and unsuccessful project elements in relation to overall project results

- . Development of recommendations for project continuation, further activity, etc.
- . Determination of the implications of project results to overall Alexandria operations and overall HIT Phase II program evaluation.

2. EVALUATION METHODOLOGY

The evaluation methodology utilized by Arthur Young & Company in conducting the Alexandria HIT evaluation is described in terms of the development of the evaluation plan, monthly evaluation analyses, the final evaluation analysis, and special evaluation considerations.

(1) Development of the Evaluation Plan

In order to effectively conduct an overall evaluation of the Alexandria HIT project, it was necessary to develop an evaluation plan that:

- . Categorized project elements
- . Identified primary and secondary objectives
- . Identified performance measures
- . Stated specific evaluation methodology.

After interviews of HIT project personnel, project planners, an analysis of available baseline data and data-producing systems and the environment for such a project in Alexandria, this evaluation plan was presented to Alexandria Police officials.

The evaluation plan has served as an effective guide for the Arthur Young & Company evaluation team in conducting both the monthly and final evaluation analyses.

(2) Monthly Evaluation Analysis

For each month of the operations phase, after the UCR reports and HIT reports have been prepared for the previous month, the Arthur Young & Company evaluation team has conducted a monthly evaluation analysis. The objectives of these monthly analyses included the following:

- . Measure project progress
- . Determine interim success achievement
- . Monitor evaluation plan implementation
- . Isolate problem areas and adjust, as required
- . Determine effect of critical events both inside and outside the project.

This analysis has consisted of (1) review of data reports and results; (2) interviews with project personnel and observation of project operations; (3) synthesis of observations and data results; and (4) preparation of a monthly evaluation analysis summary. This monthly evaluation summary contained statistical results of project activity measured against project objectives, an assessment of progress to date, identification of project problems and recommendations for further action in accordance with the format as presented in the Alexandria Evaluation Plan.

(3) Final Evaluation Analysis

As with the other HIT II projects, the final project analysis for the Alexandria HIT project is being conducted prior to completion of the project (in Alexandria, after seven months of operation).

This final evaluation analysis has involved gathering all statistical results, interviews of key participants,

comparison of project results, in-depth analysis and synthesis of data, and preparation of this evaluation report.

(4) Special Evaluation Considerations

Following are discussions of those evaluation elements that received special consideration during this final evaluation of the Alexandria HIT project.

Baseline Data

In order to effectively evaluate the Alexandria project, it has been necessary to compare the activity during the HIT project year to previous activity. This comparison measures the rate of change over the period of the project. The primary project objective has been measured by comparison of incidence of the target crime in the target areas over the first seven months of the twelve months previous to commencement of HIT operations.

In order to provide a basis for this and other analyses, certain "HIT" years have been established for each project relative to the date of commencement of each operation. The Alexandria HIT II project commenced operations in July of 1974, therefore, the following table represents applicable "HIT" years.

<u>Year</u>	<u>Period</u>
HIT - 3	7/71 - 7/72
HIT - 2	7/72 - 7/73
HIT - 1	7/73 - 7/74
HIT Year	7/74 - 7/75

Performance Measure Projections

As stated above, the incidence of target crime(s) during the HIT year have been compared to the number of burglaries and robberies that occurred in the months previous to the HIT project. This, however, does not serve as a complete comparison. It is also useful to project or estimate the target crime activity for the HIT year that could "reasonably" be expected to be committed if there were no HIT project. In order to develop this projection, burglary and robbery results

from the previous "HIT" years, defined above, have been utilized. Projections have also been made of other performance measures. Discussion of each these projections is presented in the following paragraphs.

- Burglary Projections

Separate burglary projections were made for the HIT Burglary area and the remainder of the city. The burglary projections used in the Alexandria HIT evaluation were made in the following manner:

- .. A twelve-month moving average of burglary results for Alexandria for the 36 months previous to HIT was computed. The purpose of utilizing this 12-month moving average was to smooth out the cyclical or seasonal effect of burglary in Alexandria.
- .. This twelve-month moving average over time was then used in a linear regression analysis to project the number of burglaries for the twelve months of the HIT year (7/74 - 7/75). In effect, twelve-month moving averages were projected and these averages were adjusted to a total projected level of burglary for the HIT year.
- .. In order to reintroduce the seasonal effect for each month of the HIT year, the percentage of total burglaries by month for the total of the past 36 months was computed. The total projected burglary figure was then multiplied by this percentage for each month to arrive at the level of projected burglaries for each month of the HIT year.
- .. The trend of the target areas and the remainder of the city of percentage of total burglaries for each of the three years previous to HIT was used to project the percentage of burglaries one could "reasonably" expect for the HIT year. This projected percentage for the target area and the remainder of the city was applied to the projected monthly burglary total to determine the projected number of burglaries for each month of the HIT year.

Robbery Projections

Separate robbery projections were made for the HIT robbery areas and the remainder of the city. Projections of robberies were computed in a manner similar to burglaries. In order to smooth out the seasonal effect of the various months, a twelve-month moving average of robbery offenses was computed and used as a base for a linear regression of robbery offenses into the HIT year. The total projected robbery offenses was then multiplied by the average percentage of total robberies for each month over the past three years to determine the level of projected robberies for each month of the HIT year.

Part I Offenses

Separate Part I offense projections were made for the two HIT target areas and the remainder of the city. Projections of Part I offenses were computed in a manner similar to burglaries. In order to smooth out the seasonal effect of the various months, a twelve-month moving average of Part I offenses was computed and used as a base for a linear regression of Part I offenses into the HIT year. The total projected Part I offenses was then multiplied by the average percentage of total Part I offenses for each month over the past three years to determine the level of projected Part I offenses for each month of the HIT year.

The Arthur Young & Company system for projecting crime in Alexandria is somewhat different from that used by the Police Department, and recorded in previous monthly reports. Following are these revised projections designed for use as a part of the project evaluation.

BURGLARY PROJECTIONS

<u>Month</u>	<u>Total City</u>	<u>Area I</u>	<u>Area II</u>	
7/74	231	42	64	
8/74	218	39	60	
9/74	176	32	49	
10/74	196	35	54	
11/74	156	28	43	
12/74	218	39	60	
1/75	187	34	52	Evaluation Period
2/75	156	28	43	
3/75	176	32	49	
4/75	139	25	38	
5/75	165	30	56	
6/75	182	33	50	

ROBBERY PROJECTIONS

<u>Month</u>	<u>Total City</u>	<u>Area I</u>	<u>Area II</u>	
7/74	40	8	19	
8/74	33	6	16	
9/74	36	7	18	
10/74	48	9	23	
11/74	47	9	23	
12/74	49	9	24	
1/75	44	8	22	Evaluation Period
2/75	36	7	18	
3/75	33	6	16	
4/75	33	6	16	
5/75	31	6	15	
6/75	38	7	18	

PROJECTIONS - PART I OFFENSES

<u>Month</u>	<u>Total City</u>	<u>Area I</u>	<u>Area II</u>	
7/74	941	160	235	
8/74	878	149	220	
9/74	753	128	188	
10/74	770	131	193	
11/74	654	111	164	
12/74	744	126	186	
1/75	708	120	177	Evaluation Period
2/75	618	105	155	
3/75	681	116	170	
4/75	663	113	166	
5/75	717	122	179	
6/75	833	142	208	

Peripheral Area Development and Crime Displacement

In order to measure the effectiveness of a crime prevention program in a given target area, it is useful to determine whether or not the target crimes are displaced to nearby or "peripheral" areas. In other words, an overall HIT project would not be considered to be fully effective if the target crimes were prevented in one area but shifted totally to another.

Since the Alexandria HIT project has utilized specific target areas, it was possible to develop specific peripheral areas for analysis of project results. The following table presents the specific census tracts for each target area and peripheral area for the HIT project.

Robbery Target Area - Census Tracts 16, 18, 19
 Peripheral Robbery Area - Census Tracts 7, 8.02,
 15, 17, 20.01, 20.02
 Burglary Target Area - Census Tracts 12.01, 12.02,
 13, 14
 Peripheral Burglary Area - Census Tracts 9, 11, 15,
 17

Although the robbery and burglary target areas adjoin each other, census tracts in these areas were not included in the peripheral areas. Burglaries in the

robbery target area and robberies in the burglary target area were measured separately.

Statistical Significance Methodology

In Alexandria, as in other HIT jurisdictions, crime figures frequently show considerable fluctuation in terms of occurrences by month and record-keeping districts such as census tracts. Because of these fluctuations, it is possible that a reduction in the target crimes occurring during the HIT project year may only represent random statistical fluctuations rather than reductions caused by HIT project activities. It is useful, then, to test the statistical significance of project results to determine, with a reasonable degree of confidence whether the results of the Alexandria project are (1) significant results of HIT activity, or (2) possible random fluctuations. The test of the statistical significance is usually called a "confidence interval." A confidence interval implies that for a given level of confidence, 90 percent confidence for the HIT evaluation, those statistical results greater than the higher confidence limit and lower than the lower confidence limit can be considered to be caused by activities other than simple random fluctuations. Specifically, the statistical significance test utilized in this analysis was the "CHI-Square" test which tests the significance of the difference of the level of burglary and robbery in the target areas and the nontarget areas over the seven months of the HIT project as compared to the same seven months of the HIT one year.

Data Audit

Local court decisions have limited the access to original police reports and thereby made an in-depth data audit impossible. Arthur Young & Company did, however, review the process used to collect data and reviewed output reports. There is no indication of improper data manipulation in the Alexandria HIT project.

3. UNIQUE EVALUATION PROBLEMS IN ALEXANDRIA

There are some unique conditions in the Alexandria HIT project that present problems in evaluation. Specifically, the

following factors are of concern:

- . Two target crimes are involved, robbery and burglary. Each of these crimes are targeted in separate yet adjacent areas. As a result, deployment directed at one crime may influence the other in that area. To accommodate this problem, crime comparisons for each offense and for Part I offenses must be measured for each area individually and for the remainder of the city, separately.
- . There is limited data processing support. As a result, time consuming, manual, data reduction is required. Despite this factor, adequate data has been generated for use in deployment of officers and in evaluative efforts.
- . Adjoining communities have HIT programs. This condition operates as an exogenous factor that may influence the success or failure in achieving project objectives.
- . Two target areas are involved. These two areas (each having separate target crimes) vary considerably in demographic makeup and crime experience. As a result of these factors, project resources are spread thin, and deployment decisions must be made to concentrate efforts in one area or the other. Evaluation of personnel utilization is therefore complicated, and difficult to judge.
- . Alexandria employs a separate tactical force. Tactical force officers may be used separately or, on occasion, to supplement HIT officers in addressing specific crime problems. Although this is an appropriate use of police personnel resources and should be continued, evaluation of HIT efforts is made more difficult because the tactical force may displace crime into target areas from the remainder of the City.

4. OUTLINE OF THE REMAINDER OF THIS PROJECT

The following sections constitute this Alexandria Final Evaluation Report:

- . Section I - Introduction (this section)
- . Section II - Project History and Results
- . Section III - Evaluative Findings
- . Section IV - Opportunities for Improvement and Recommendations
- . Appendix A - HIT Training Memorandum
- . Appendix B - HIT Squad Questionnaire.

II. PROJECT HISTORY AND RESULTS

II. PROJECT HISTORY AND RESULTS

This section presents a description of the history of the Alexandria HIT project, a description of the project strategy, and the operating results for the first seven months.

1. HISTORY OF THE ALEXANDRIA HIT PROJECT

As early as 1970, the Alexandria Police Department tested a crime specific program. During that year the department concentrated patrol officers in areas where a high incidence of robbery and purse snatching had been experienced. These efforts caused a reduction in target offenses and did not result in measurable crime displacement.

In more recent years, the city experienced increasing rates of robbery and burglary. It was believed by members of the department that these crimes were subject to influence by concentrated police efforts. When HIT funds became available, the Alexandria Police Department submitted a grant application to the DJCP for \$333,325 (\$83,330 consisting of local hard match) for the first phase of a robbery/burglary crime specific program. The grant was subsequently funded and the HIT program was implemented in July of 1974.

Preplanning for the project included four specific activities: (1) the collection and reduction of baseline data relating to crime in Alexandria, (2) the selection of target offenses, (3) the selection of target areas, and (4) the establishment of project objectives.

These four activities are described briefly in the following material.

(1) Baseline Data

The selection of target crimes and areas were based upon extensive study of crime experience and location in the city. Robbery and burglary offenses, by month, from 1968 through 1972 were reviewed. The results of these efforts are shown in Exhibits I and II following this page.

Additionally, the department studied robbery, burglary, and Part I crime experience, by census tract, during 1971, 1972, and 1973. The results of this study are presented in Exhibits III, IV, V, and VI, reproduced from the original grant application.

(2) Target Offenses

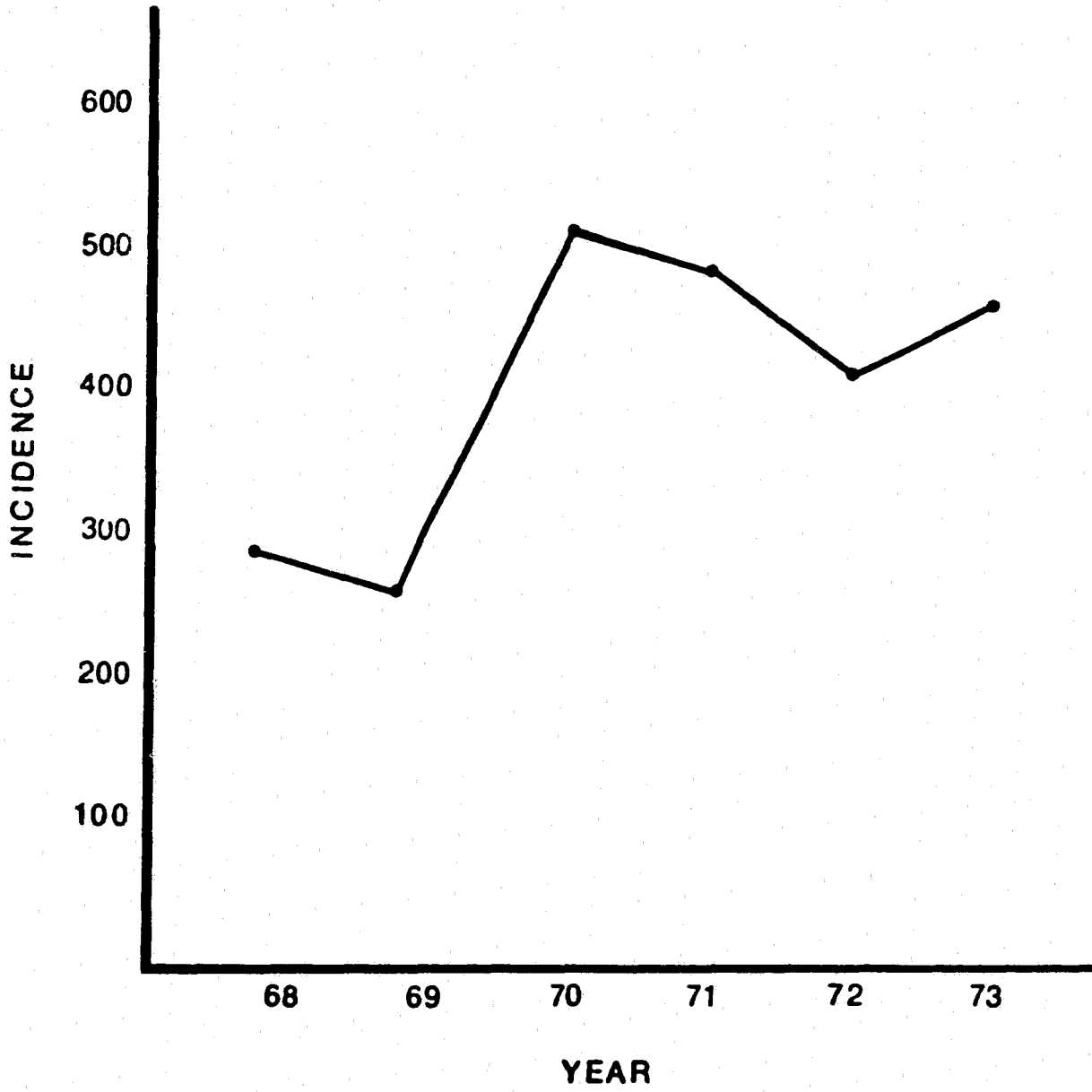
The City of Alexandria selected the crimes of burglary and robbery as the target offenses for the HIT project. The rationale for this selection was as follows:

- . Burglary offenses were historically 22 to 25 percent of all Uniform Crime Report Part I crimes in the city, and are thus a significant part of the crime problem in the city.
- . There is a significant financial loss to the citizens of Alexandria due to burglaries and robberies.
- . The crime of robbery when committed constitutes a significant danger to the victim, and affects citizen perceptions of community safety.
- . The occurrence of burglaries and robberies were increasing at rates of 15.6 percent and 10.6 percent respectively during the first eleven months of 1973 and, consequently, were of great concern.

(3) Target Areas

The Alexandria data gathering system is based on census tracts. It was through analysis of census tracts that target areas were identified and defined. This analysis showed

ALEXANDRIA HIT II PROJECT
INCIDENCE OF ROBBERY BY YEAR



ALEXANDRIA HIT II PROJECT
INCIDENCE OF BURGLARY BY YEAR

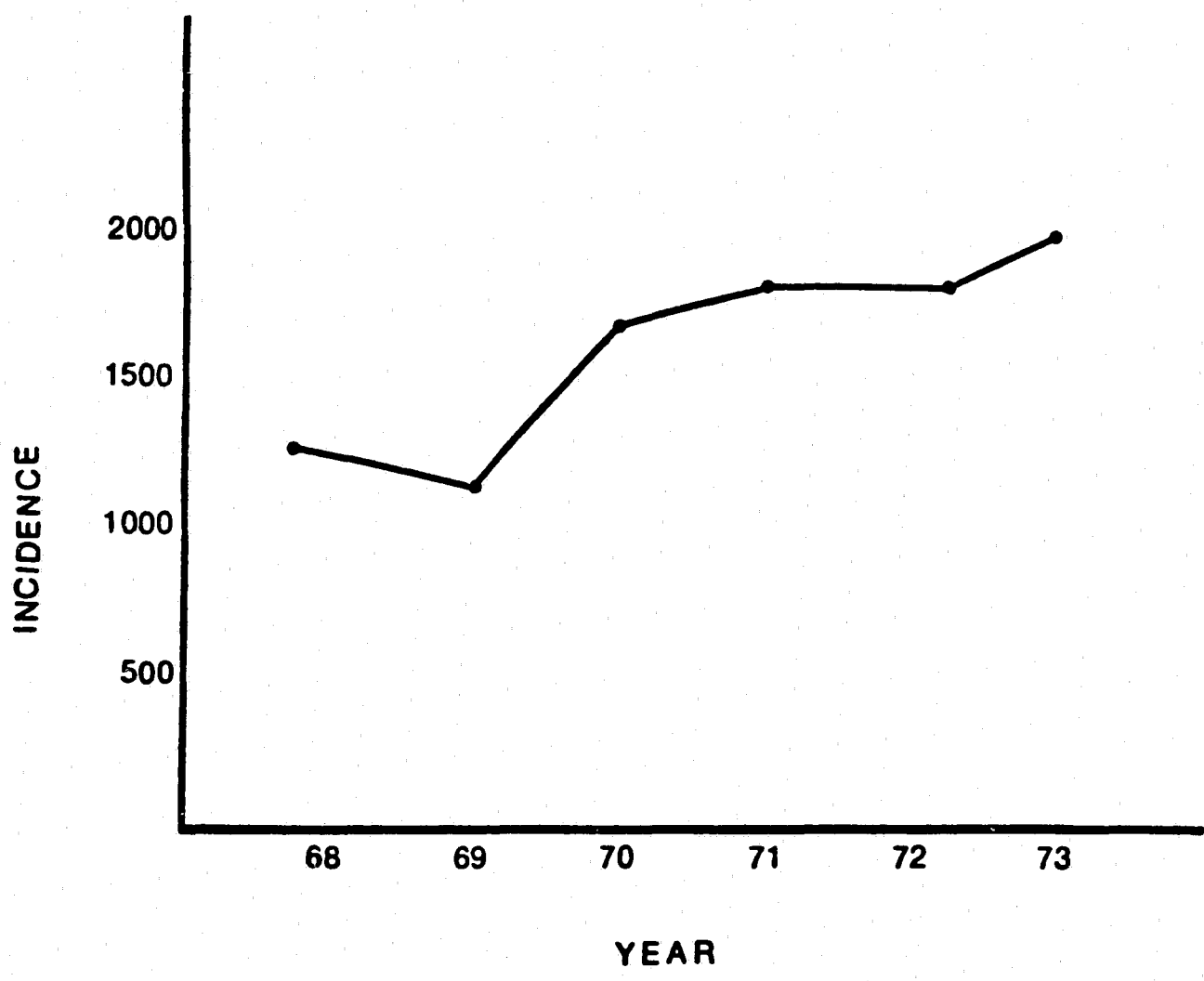


EXHIBIT III

COMPARATIVE REPORT OF PART I OFFENSES OCCURRING IN SELECTED CENSUS TRACTS IN THE CITY OF ALEXANDRIA, VIRGINIA DURING THE THREE MONTH PERIOD AUGUST 1 - OCTOBER 31 FOR 1972 AND 1973.
(Does not include Simple Assault)

OFFENSE	1201		1202		1300		1400		4 TRACT TOTAL		CITY TOTAL	
	72	73	72	73	72	73	72	73	72	73	72	73
MURDER	0	0	0	0	0	0	0	0	0	0	2	0
MAN-SLAUGHTER	0	0	0	0	0	0	0	0	0	0	2	0
RAPE	1	1	0	0	0	1	0	2	1	4	9	15
ROBBERY	13	15	1	1	5	5	1	6	20	27	99	133
FELONIOUS ASSAULT	11	23	2	4	11	7	4	2	28	36	120	125
BURGLARY	39	51	25	18	15	30	16	27	95	126	414	654
LARCENY +50	70	39	9	17	41	33	16	18	136	107	702	580
LARCENY -50	59	38	20	13	31	33	27	15	137	99	595	517
AUTO THEFT	6	11	1	9	4	8	5	5	16	33	148	256
TOTALS	199	178	58	62	107	117	69	75	433	432	2091	2280

EXHIBIT IV

COMPARATIVE REPORT OF ROBBERY OFFENSES OCCURRING IN SELECTED CENSUS TRACTS IN CITY OF ALEXANDRIA, VIRGINIA DURING THE THREE-MONTH PERIOD AUGUST 1 - OCTOBER 31 FOR 1971, 1972 and 1973.

OFFENSE	16.00			18.00			19.00			CITY TOTAL		
	71	72	73	71	72	73	71	72	73	71	72	73
ROBBERY	23	15	22	16	13	16	28	14	17	120	99	133
PERCENT OF TOTAL ROBBERIES	19.2	15.2	16.5	13.3	13.1	12.0	23.3	14.1	12.8			

This is Area II, the robbery target area. Note that in the period outlined, August 1, 1973 through October 31, 1973, this specific area accounted for 41.3% of the total robberies in Alexandria.

EXHIBIT V

COMPARATIVE REPORT OF PART I INDEX OFFENSES OCCURRING IN SELECTED CENSUS TRACTS
 IN THE CITY OF ALEXANDRIA, VIRGINIA DURING THE THREE MONTH
 PERIOD AUGUST 1 THROUGH OCTOBER 31 FOR 1972 AND 1973.
 (Does not include Simple Assault)

	1201	1202	1300	1400	4 TRACT TOTALS	CITY TOTALS
1972	199	58	107	69	433	2091
1973	178	62	117	75	432	2280
NUMBER CHANGE	-21	+4	+10	+6	-1	+189
PERCENT CHANGE	-10.6%	+6.9%	+9.3%	+8.7%	-0.2%	+9.0%

EXHIBIT VI

BURGLARY/ROBBERY PROJECT AREA

Census Tract	1972		1971	
	Burglary	Robbery	Burglary	Robbery
12.01	147	48	169	61
12.02	58	9	30	8
13.00	66	18	81	23
14.00	79	5	77	9
	—	—	—	—
TOTAL	350	80	357	101

These four (4) census tracts account for 18% of total Burglary and 18% of total Robbery.

ROBBERY PROJECT AREA

Census Tract	1972	1971
	Robbery	Robbery
16.00	77	76
18.00	51	63
19.00	92	111
	—	—
TOTAL	220	250

that there were two high crime areas. The first area contains 18 percent of the total city incidences of both robbery and burglary. The second area contains a full 50 percent of the cases of robbery.

Target Area I, as shown in Exhibit VII, contains census tract 12.01, 12.02, 13.00, and 14.00. This area is both racially and socioeconomically mixed. Target Area II, as shown in Exhibit VIII, is made up of census tract 16.00, 18.00, and 19.00. This area is composed of a low-income residential area and a concentrated commercial area.

The department elected to target burglary in Area I and robbery in Area II, and to deploy HIT personnel to address these crimes. In addition, it was felt that robbery offenses would be reduced in Area I as the result of the burglary program in that section of Alexandria.

(4) Project Objectives

The Alexandria Police Department established the major objective of the program as follows:

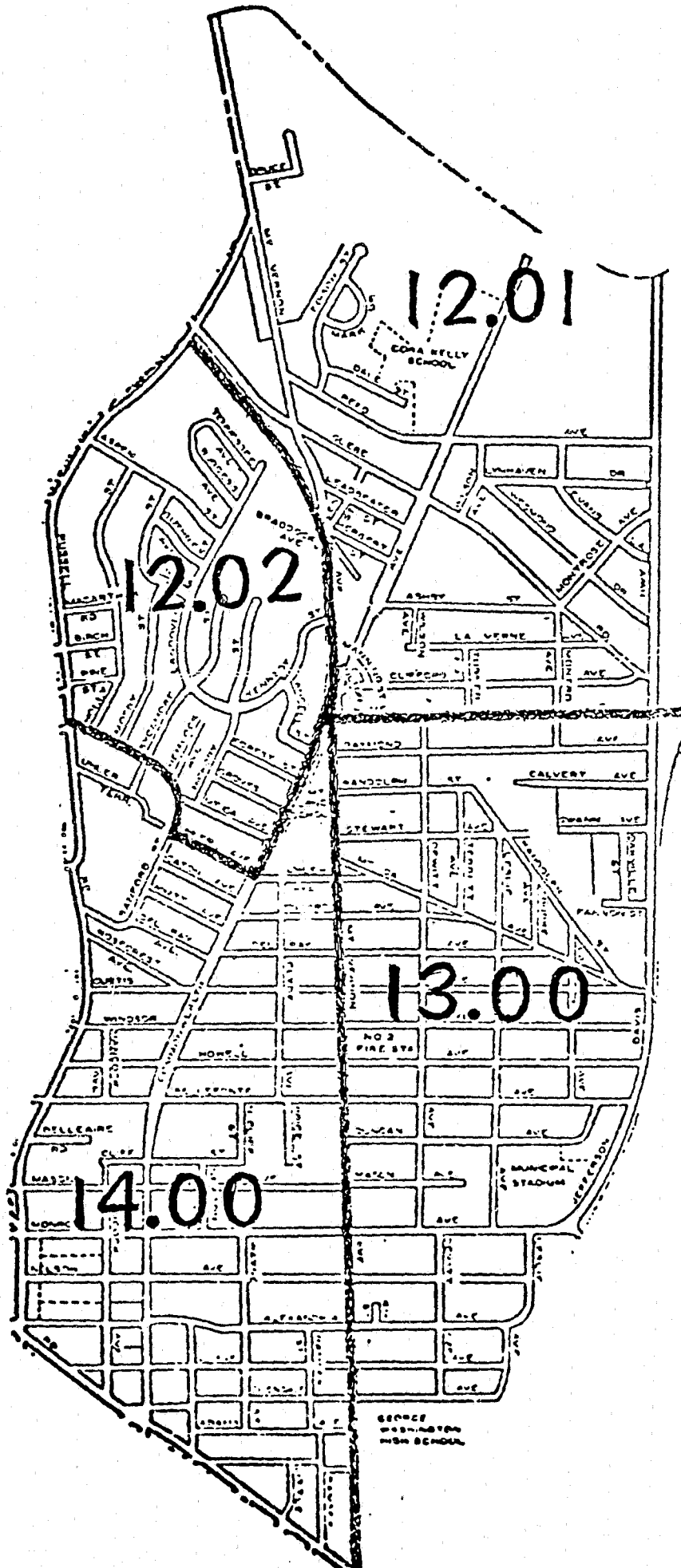
- . To reduce the incidence of burglary in Area I by 25 percent and decrease robbery by 10 percent from the preceding year.
- . To reduce the incidence of robberies by 25 percent in Area II from the preceding year.

Additional objectives are stated as being the following:

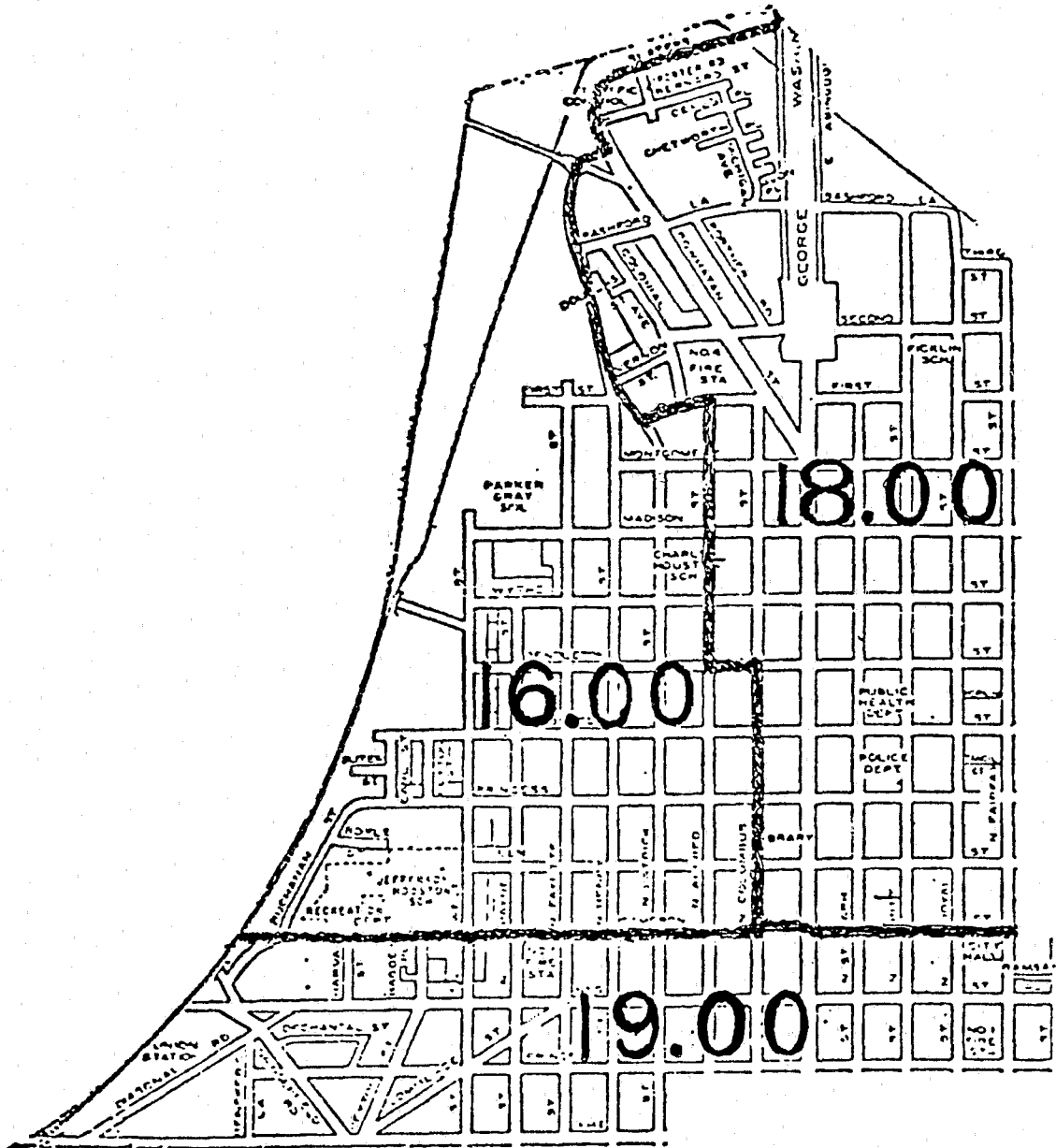
- . Increase the arrest rate for the target crimes
- . Increase the clearance rate for the target crimes
- . Increase citizen participation in crime prevention.

ALEXANDRIA HIT II PROJECT
AREA I

EXHIBIT VII



ALEXANDRIA HIT II PROJECT
AREA II



2. PROJECT STRATEGY

The Alexandria HIT Project strategy was to implement a multifaceted anti-burglary and anti-robbery program. The main emphasis of the program was the use of additional uniformed patrolmen in the target areas. The grant application states the basic underlying rationale as follows:

- . "We believe that the omnipresence of police, supported by residents of the community, can and will reduce crime."

In addition to the overt patrol activity provided by regular police officers on an overtime basis, investigations were conducted by three full-time investigators. Through their efforts, the target crimes committed in the target area were to be thoroughly investigated. This hopefully would lead to a higher arrest rate and conviction rate and thus further discourage crime.

The final component of the project is the community relations aspect. It was felt that by having citizens cooperate with police by taking steps to protect their property, and providing information to the police when they see suspicious activities, a significant impact on crime would be achieved.

The remainder of this section presents a description of the project elements of the Alexandria HIT project. For purposes of evaluation, the various elements have been classified into one of three major categories as follows:

- . Tactical Project Elements

Those project elements that are directly related to the tactical or operational activities directed at crime prevention and criminal apprehension.

- . Public Information Elements

Those project elements which involve planned interaction with the community-at-large in terms of

increased overall security or improved police/
community cooperation.

Planning and Support Elements

Those project elements that provide support or planning assistance for the successful implementation of the above tactical and public information elements.

These three categories have been standardized and will be used to identify the elements of each of the other seven HIT Phase II projects, in addition to specific Alexandria project elements.

Each of the project elements of the Alexandria HIT project is described in the following paragraphs under the appropriate element category. Eight separate project elements, each of which will be evaluated, have been identified.

(1) Tactical Elements

Tactical project elements include the following:

HIT Team

The HIT team is composed of one lieutenant, a sergeant, various uniformed officers and three investigators. Uniformed officers patrol target areas on an overtime basis in a proactive mode, i.e., all calls for service (other than "in progress") will be handled by regular patrol units. The full-time investigators were utilized to conduct extensive follow-up investigations of all reported target crimes.

Assistant Commonwealth Attorney

The Assistant Prosecutor, a member of the Commonwealth Attorney's staff, prosecuted cases and provided advice to investigators and officers concerning cases generated by HIT. One-half of the Assistant Prosecutor's salary is paid from HIT funds.

(2) Public Information Elements

Public information elements include the following:

. Community Relations

A police/community relations officer and an investigator trained in crime prevention techniques were to contact residents on a house-to-house basis in target areas to explain the HIT project and to solicit their support. Residents and businessmen were encouraged to:

- Notify police of any unusual activities or actions observed
- Air their views about the police function
- Request security surveys
- Secure their homes and businesses against intrusion.

. Public Education

Pamphlets and news releases were used to advise citizens of preventive measures to be taken for the reduction of robbery and burglary.

. Security Surveys

On a request for service basis, residential and non-residential premises were inspected to determine adequacy of physical security.

. Community Organizations

Although not a specific objective in the grant application, citizens were encouraged to form public safety clubs, groups, etc. to be the "eyes and ears" of the police department in support of the HIT project. Community Action Teams, organizations which are in existence in the target areas, were to be contacted by the HIT team and encouraged to support the project.

(3) Planning and Support Elements

Planning and support elements include the following:

. Support Personnel

Support personnel (an analyst and programmer) were to analyze data and provide operational information to supervisory personnel for the assignment of patrolmen and identification of suspects.

. Training

All members of the HIT team were to receive an orientation briefing. In addition, one investigator received training at the Crime Prevention Institute. A consultant was to be used to instruct investigators, supervisors, and the Community Relations Officer in interviewing techniques.

Exhibit IX shows the HIT project organization, and Exhibit X of the project staffing.

3. ALEXANDRIA HIT PROJECT RESULTS

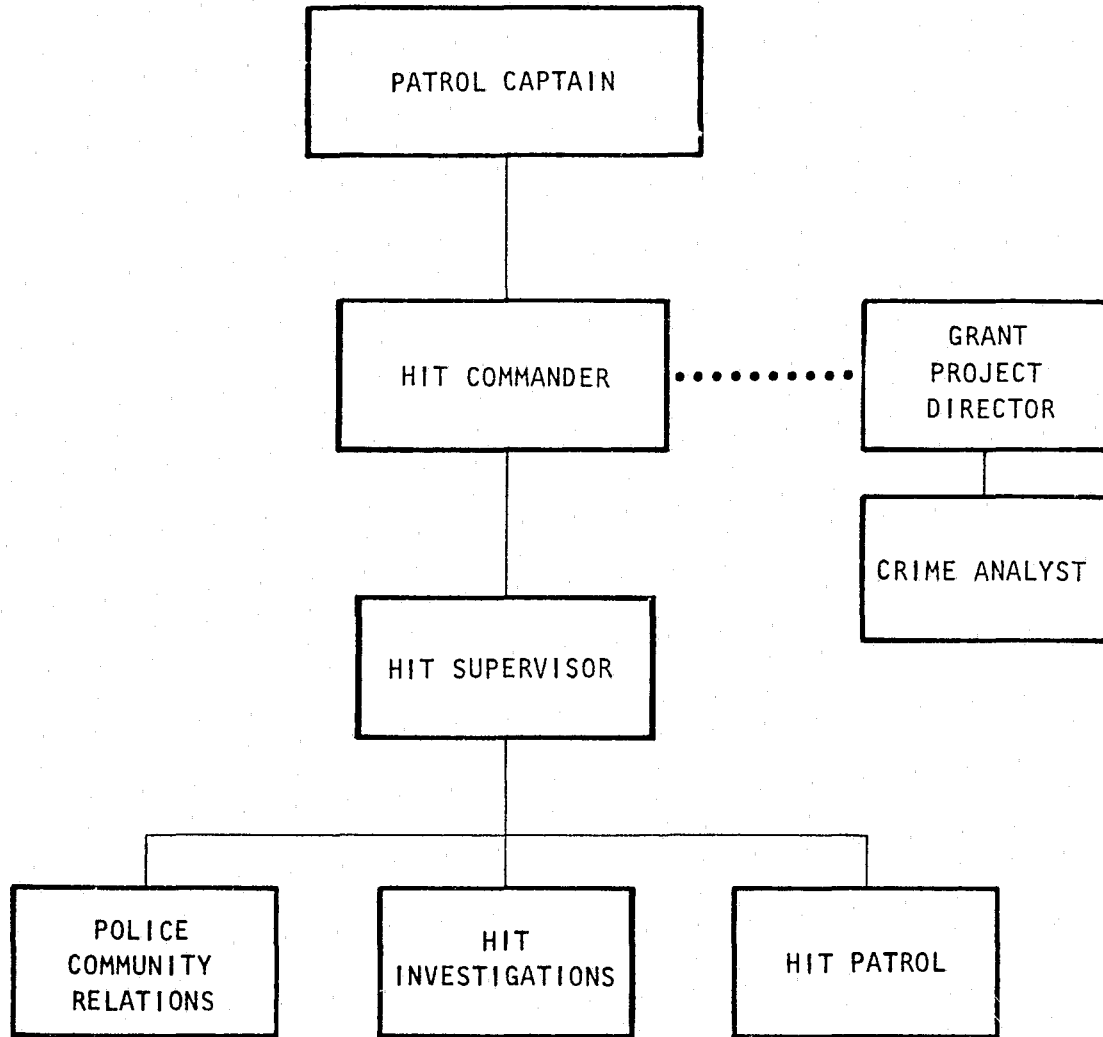
Following are the results of the first seven months of the Alexandria HIT project. These results are presented in a factual manner. Observations, inferences, and conclusions concerning these results are presented in succeeding sections of this evaluation report. HIT project results are presented in three categories, burglary, robbery, and other HIT activity.

(1) Burglary

Area I is the target area for burglary. The incidence of burglary and related activity for the first seven months of the project are presented below.

. There were 258 burglaries in Area I during the period July 1974 through January 1975.

ORGANIZATION CHART
ALEXANDRIA HIT PROJECT



NOTE: HIT COMMANDER PERFORMS SOME STREET SUPERVISION

STAFFING CHART
ALEXANDRIA HIT PROJECT

1 Lieutenant (Not paid from HIT funds)
1 Sergeant (Not paid from HIT funds)
1 Police Community Relations Officer
1 Management Analyst
3 Investigators
1/2 Time Prosecutor

Approximately 13954** patrol hours

* One Data Processing Programmer included in the original grant was not hired.

** Original grant called for 18250 hours of patrol time at \$7.00 per hour. Pay raise to \$8.65 per hour reduced the total patrol hours.

- This represents an increase of 15 burglaries over the same period last year (a 6.2 percent increase).

- This represents an increase of 9 over the projected burglaries for this year (a 4 percent increase).

- . There were 1391 burglaries committed in the remainder of the city during the period of July 1974 through January 1975.

- This represents an increase of 238 over the same period last year (a 21 percent increase).

- This represents an increase of 258 over the projected burglaries for this year (a 22.7 percent increase).

- . Burglaries in Area I represented 15.6 percent of all burglaries reported in Alexandria during the period July 1974 through January 1975.

- This compares to 17.4 percent for the same period last year.

- This compares to 18 percent projected for this year.

- . The estimated value of property stolen in burglaries in Area I for the period, July 1974 through January 1975, was \$59,146, of which \$6,474 was recovered.

- This represents a recovery rate of 10.9 percent.

- This represents 11.4 percent of all property stolen in burglaries in Alexandria during this year.

- This represents an average of \$229 in property stolen per burglary in Area I. The average value of property stolen per burglary in the remainder of the city was \$330.

- . There were 237 burglaries investigated in Area I during the period July 1974 through January 1975 by the HIT team, yielding an average caseload of 11.3 cases per month per investigator. This figure is somewhat

misleading because it is computed on the basis of three investigators. One investigator, however, has been absent on sick leave for a period of time, and one other investigator was in training for a number of weeks.

There were 170 burglaries cleared city-wide during the period July 1974 through January 1975. Of these, 41 (24.1 percent) were in Area I.

- This represents a clearance rate of 15.9 percent in Area I.
- This represents a clearance rate of 9.3 percent in the remainder of the city.
- This represents a total city-wide burglary clearance rate of 10.3 percent.

There were nine persons arrested at or near the scene for burglary in Area I, and 54 persons arrested at or near the scene for burglary in the remainder of the city during the period of July 1974 through January 1975.

- 14.3 percent of the persons arrested at or near the scene were in Area I.
- This represents one arrest at or near the scene for every 28.7 burglaries in Area I.
- This represents one arrest at or near the scene for every 25.8 burglaries in the remainder of the city.

Patrol time in Area I was approximately 28 percent greater than city-wide patrol during the period July 1974 through January 1975.

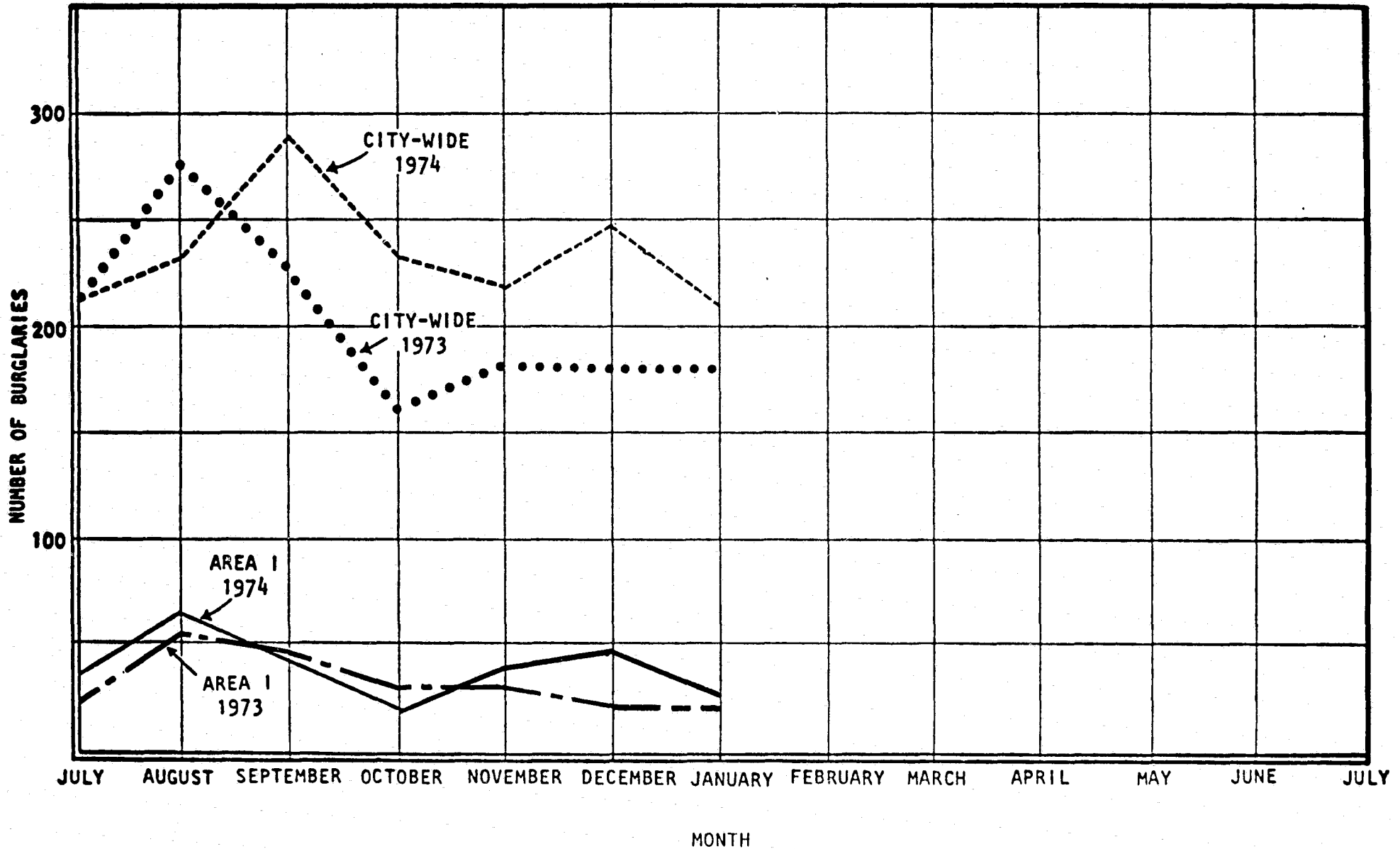
There were 23 security inspections conducted by the HIT Team in Area I during the period July 1974 through January 1975.

Exhibit XI following this page graphically illustrates the incidence of burglary to date.

(2) Robbery

Area II is the robbery target area. However, anti-burglary activities in Area I were expected to impact

AREA I AND CITY-WIDE BURGLARIES FOR 1973, 1974



robberies in Area I as well. The incidence of robbery and related activities for the target area (Area II) for the period July 1974 through January 1975 are discussed below.

. There were 139 robberies in Area II during the period July 1974 through January 1975.

- This represents an increase of 15 robberies over the same period last year (a 12.1 percent increase).
- This represents a decrease of six from the projected robberies for this year (a 4 percent decrease).

. There were 266 robberies committed in the remainder of the city (including Area I) during the period July 1974 through January 1975.

- This represents an increase of 89 robberies over last year.
- This represents an increase of 17 robberies over those projected for this year.
- This represents an increase of 75 percent over projected robberies for this year.

. There were 97 robberies committed in Area I during the period July 1974 and January 1975.

- This represents an increase of 33 robberies over last year.
- This represents an increase of 51.6 percent over last year.
- This represents an increase of 41 robberies over those projected for this year.
- This represents a 73 percent increase in robberies over those projected for this year.

. There were 405 robberies city-wide during the period July 1974 and January 1975.

- This represents an increase of 104 robberies over last year.

- This represents a 34.6 percent increase over last year.
- This represents an increase of 108 robberies over the number projected for this year.
- This represents an increase of 36 percent over the number of robberies projected for this year.

Robberies in Area II represent 34.3 percent of city-wide robberies during the period July 1974 and January 1975.

- This compares to 41.2 percent last year.
- This compares to 48.8 percent projected for this year.

The estimated value of property stolen in robberies in Area II during the period July 1974 and January 1975 was \$38,752, of which \$6,409 was recovered.

- This represents a recovery rate of 16.5 percent.
- This represents 32.7 percent of all property stolen in robberies in Alexandria during this year.
- This represents an average of \$279 in property stolen per robbery in Area II. The average value of property stolen in robberies in the remainder of the city (including Area I) was \$299.

There were 151 robberies investigated in Area II during the period July 1974 and January 1975 by the HIT team, yielding an average of 7.2 cases per investigator per month. This figure, too, is misleading due to absences of investigators for sick leave and training.

There were 75 robbery cases cleared city-wide during the period July 1974 through January 1975. Of these, 23 (30.7 percent) were in the robbery target area (Area II).

- This represents a clearance rate of 16.5 percent in Area II.
- This represents a clearance rate of 19.5 percent in the remainder of the city.

- This represents a total city-wide clearance rate of 18.5 percent.

There were 28 persons arrested at or near the scene for robbery during the period July 1974 through January 1975. Of these, eight were in the robbery target area (Area II) and six were in the burglary target area (Area I).

- 28.6 percent of the persons arrested at or near the scene were in Area II.
- This represents one arrest at or near the scene for every 17.4 robberies in Area II.
- This represents one arrest at or near the scene for every 16.2 robberies in Area I.
- This represents one arrest at or near the scene for every 12.1 robberies in the remainder of the city (excluding Areas I and II).
- This represents one arrest at or near the scene for every 14.5 robberies city-wide.

Patrol time in Area II was approximately 29 percent greater than city-wide patrol during the period July 1974 through January 1975.

Exhibit XII, following this page, graphically illustrates the incidence of robbery during the period July 1974 through January 1975.

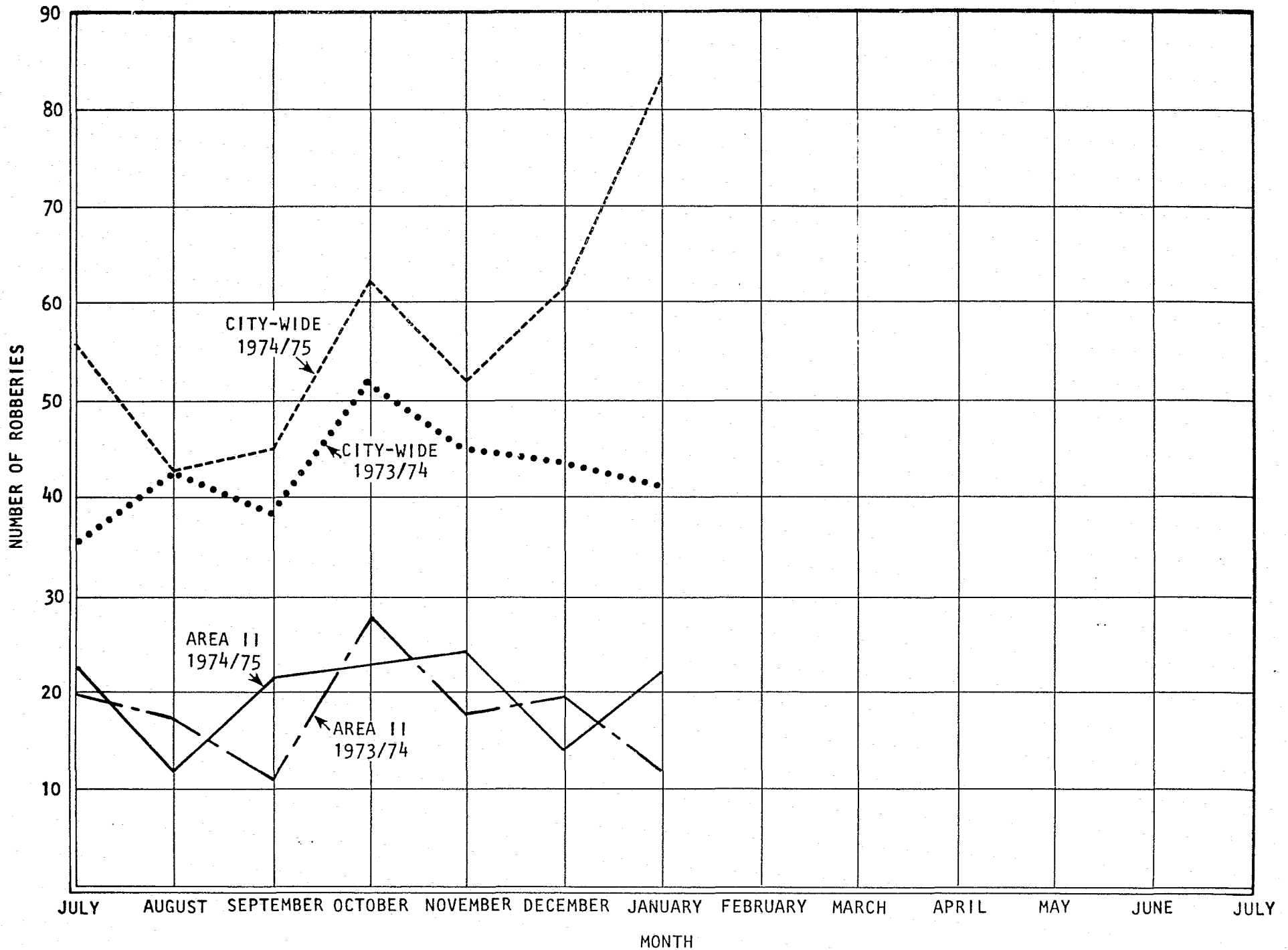
(3) Other HIT Activities

Activities relating to other HIT project elements in Alexandria are as follows:

- There were 1332 police community relations contacts during the period July 1974 and January 1975.
 - Of These 1098 (82.4 percent) were in Area I.
 - Of these 234 (17.6 percent) were in Area II.

There were 39 meetings held with community groups in the target areas during the period July 1974 through January 1975, having an average attendance of 21 persons per meeting.

AREA II AND CITY-WIDE ROBBERIES FOR 1973, 1974



- Of these 29 were held in target Area I with an average attendance of 18.
- . There were a total of 37 security surveys made during the period July 1974 through January 1975.
 - Of these, 23 were in Area I (14 residential and 9 non-residential).
 - Of these, 14 were in Area II (3 residential and 11 non-residential).
- . There have been no public safety clubs or groups formed as the result of HIT police community relations efforts.
- . There were 7425 pamphlets distributed during the period July 1974 through January 1975 in HIT target areas.
 - Of these, 5189 were distributed in Target Area I.
 - Of these, 2236 were distributed in Target Area II.
- . There have been a total of nine news releases pertaining to HIT areas during the period of July 1974 through January 1975.

(4) Statistical Summary

Exhibits XIII, XIV, XV, and XVI, following this page, present the statistical results of the Alexandria HIT Project during the period July 1974 through January 1975.

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

Report Number 1

<u>MONTHLY RESULTS</u>	<u>BURGLARY</u>			<u>ROBBERY</u>			
	<u>AREA I</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>	<u>AREA I</u>	<u>AREA II</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>
This Month	31	184	215	29	22	33	84
This Month a Year Ago	23	153	176	11	11	19	41
Projected This Month	34	153	187	8	22	14	44
Percent Change:							
. This Month Over This Month a Year Ago	+35%	+14%	+22%	+164%	100%	+74%	+105%
. This Month Over Projected This Month	-9%	+20%	+15%	+263%	0%	+136%	+91%
 <u>YEAR-TO-DATE RESULTS</u>							
Year-To-Date	258	1391	1649	97	139	169	405
Year-To-Date a Year Ago	243	1153	1396	64	124	113	301
Projected Year-To-Date	249	1133	1382	56	145	96	297
Percent Change:							
. Year-To-Date Over Year-To-Date a Year Ago	+06%	+21%	+18%	+52%	+12%	+50%	+35%
. Year-To-Date Over Projected Year-To-Date	+04%	+23%	+19%	+73%	-4%	+76%	+36%

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

January 1975

Report Number 2
 (Month)

<u>MONTHLY RESULTS</u>	<u>BURGLARY</u>			<u>ROBBERY</u>			
	<u>Area I</u>	<u>Remainder</u>	<u>Total City</u>	<u>Area I</u>	<u>Area II</u>	<u>Remainder</u>	<u>Total City</u>
. Number of Offenses	31	184	215	29	22	33	84
. Number of Cases Cleared	0	26	26	N/A	*4	12	14
. Number of Persons Arrested On or Near the Scene	0	11	11	3	2	1	6
. Value of Property Stolen	6,699	56,418	63,117	1,452	897	44,754	47,103
. Value of Property Recovered	515	N/A	N/A	4	216	N/A	N/A
 <u>YEAR-TO-DATE RESULTS</u>							
. Number of Offenses	258	1,391	1,649	97	139	169	405
. Number of Cases Cleared	41	129	170	N/A	23	52	75
. Number of Persons Arrested On or Near the Scene	9	54	63	6	8	14	28
. Value of Property Stolen	59,146	459,295	518,441	10,983	38,752	68,635	118,370
. Value of Property Recovered	6,474	N/A	N/A	252	6,409	N/A	N/A

* 2 Carried over from December 1974

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

Report Number 3

January 1975

	<u>MONTHLY RESULTS</u>		<u>YEAR-TO-DATE RESULTS</u>	
	<u>AREA I</u>	<u>AREA II</u>	<u>AREA I</u>	<u>AREA II</u>
. Cases Investigated	31	22	237	151
. Average Caseload/ Investigator	10.3	7.3	11.3	7.2
. Adult Cases Considered				
- District Court	1	0	6	5
- Grand Jury Directly	0	5	1	8
. Adult Cases Dismissed				
- Grand Jury (No True Bill)	0	0	0	0
- District Court (Preliminary Hearing)	0	0	1	0
- Discretion of Prosecutor (No1. Pros.)	0	0	1	0
. Cases Plea Bargained in District or Circuit Court	0	0	4	0
. Cases Considered in Circuit Court	0	1	2	3

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION
 Report Number 4

January 1975

	MONTHLY RESULTS				YEAR-TO-DATE RESULTS			
	<u>AREA I</u>	<u>AREA II</u>	<u>REMAIN- DER</u>	<u>TOTAL CITY</u>	<u>AREA I</u>	<u>AREA II</u>	<u>REMAIN- DER</u>	<u>TOTAL CITY</u>
. Percent Increase in Patrol Time	39%	28%	N/A	N/A	28%	29%	N/A	N/A
. Number of P/C Contacts								
- Residential	197	27	4	228	785	27	39	851
- Non-Residential	12	20	53	85	313	207	347	867
. Number of P/C Meetings	7	0	37	44	29	10	181	220
. Average Attendance at P/C Meetings	25	0	64	58	22	18	91	79
. Number of Requests for Security Inspections								
- Residential	3	0	0	3	14	3	2	19
- Non-Residential	1	2	1	4	9	11	1	21
. Number of P/C Groups Formed	0	0	0	0	0	0	1	1
. Number of Pamphlets Distributed	207	0	1382	1589	5189	2236	8853	16278
. Number of News Released	3	0	0	3	6	3	11	20

III. EVALUATIVE FINDINGS

III. EVALUATIVE FINDINGS

This section presents the evaluative findings for the first seven months of the Alexandria HIT project. It should be pointed out that an evaluation of project effectiveness and results would be facilitated if a full 12 month period was used, and that continued operation may result in substantial improvements. Project results will be updated after nine months of operations utilizing data through March 31, 1975.

Included in this section are:

- . A review of evaluative findings which summarizes the successes and failures of the Alexandria HIT project and attendant reasons
- . An assessment of project planning, and an analysis of the planning phase of the HIT project
- . A review of project objective achievement, including a description of the degree of achievement of the primary project objectives and factors related to the achievement of these objectives
- . Evaluative findings by the specific project elements described in the Alexandria HIT Evaluation Plan.

1. SUMMARY OF EVALUATIVE FINDINGS

As will be discussed in greater detail later in this section, the Alexandria HIT project has not met most project goals and objectives. The various components of the project, however, have achieved varying degrees of success. Burglary and robbery have been stabilized in their respective target areas, and have not mirrored the increases in the remainder of the city.

Exhibit XVII is a matrix of evaluation results. Following is a brief summary of these results for each of the project components.

ALEXANDRIA HIT PROJECT

HIT PROJECT ELEMENT SUCCESS MATRIX

	<u>Highly Successful</u>	<u>Successful</u>	<u>Limited or Qualified Success</u>	<u>Little or No Success</u>
TACTICAL PROJECT ELEMENTS				
HIT Robbery Patrol	---	X	---	---
HIT Burglary Patrol	---	X	---	---
HIT Robbery Investigations	---	---	---	X
HIT Burglary Investigations	---	X	---	---
Assistant Commonwealth's Attorney	---	---	X	---
PUBLIC INFORMATION ELEMENTS				
Community Relations	---	---	X	---
Public Information	---	---	X	---
Security Surveys	---	---	---	X
Community Organizations	---	---	---	X
PLANNING AND SUPPORT ELEMENTS				
Crime Analyst	---	X	---	---
Data Processing Programmer	---	---	---	X
Training	---	---	X	---
Internal Evaluation Team	---	---	---	X
Equipment and Tacilities	---	---	---	X

(1) Tactical Elements

Tactical elements of the Alexandria HIT project have reflected mixed results in terms of project success.

The efforts of the HIT robbery patrol have been relatively successful. Although robbery in the target area (Area II) has increased 12 percent over the last year, it is 4 percent less than projected for this year. This offense has increased 50 percent in the remainder of the city (75 percent more than projected), and robbery in Area II represents a decreasing proportion of total city robberies.

Analysis of these factors demonstrates that robbery patrol efforts are successful relative to other areas of the city.

The efforts of the HIT burglary patrol have been relatively successful.

Although burglaries increased 6 percent in the burglary target area (Area I) as compared to last year and 4 percent over those projected for this year, burglaries increased 21 percent in the remainder of the city (23 percent over those projected).

Burglary in Area I fell from 17.4 percent of city wide burglaries last year to 15.6 percent this year. It had been predicted that burglaries in Area I would represent 18 percent of city wide burglaries during the current year.

Analysis of these figures demonstrates that burglary efforts have been successful relative to other areas of the city.

HIT robbery investigative efforts have met with little or no success. The robbery closure rate in Area II was 16.5 percent while that in the remainder of the city was 19.5 percent. The city wide robbery closure rate during the same period last year was 20.9 percent. These clearance rates are below the national average robbery clearance rate.

HIT burglary investigative efforts have produced better results and should be considered a limited success. The burglary closure rate in Area I was 15.9 percent as compared to 9.3 percent in the remainder of the city and 10.7 percent last year. However, in comparison, the national average burglary closure rate is approximately 20 percent, and the closure rates for other HIT projects utilizing a burglary investigative element range from 33 to 89 percent.

The use of an assistant commonwealth's attorney has been a qualified success. Greater success would have been achieved had the police generated an increase in arrests, and if a closer working relationships between the police and a prosecutor had been developed.

(2) Public Information Elements

Public Information Elements of the Alexandria HIT project have not generally been successful.

Although a large number of homes and businesses were visited as a part of the county relations effort, this component was only a limited success. Some benefits have been received from community relations activities, however, the response from visits to homes has been poor. In part, this lack of success may be attributed to the failure to make full use of the investigator who received crime prevention training and existing citizen apathy in the target areas.

A total of 7,425 information pamphlets were distributed and 39 meetings (attended by a total of 818 persons) were held. These efforts reflect a comparatively moderate level of activity and are reflective of a limited success in terms of effort. Similar activities in the remainder of the city were high, and HIT efforts did not appear to be more complete or aggressive than those in other areas.

Security Survey efforts were not successful in terms of the number of surveys made. Only 17 residential and 20 business surveys were completed during the seven month evaluation period.

- . Activities directed toward the formation of community organizations were not successful. No community organizations were formed during the seven months of the program as the result of HIT efforts.

(3) Planning and Support Elements

Planning and Support Elements of the Alexandria HIT project have met with mixed results.

- . The activities of the Crime Analyst have been successful in terms of providing adequate data for use in the deployment of HIT patrol personnel.
- . The Data Processing Programmer was not hired and therefore this component of the project cannot be termed successful.
- . Training efforts have met with some success, limited however by the failure to utilize the skills gained from some training activities, and the need for additional training in patrol and investigative techniques.
- . The Internal Evaluation Team has not met formally and therefore cannot be considered successful.
- . Facilities provided for the HIT project are small and not suitable for an operation of this nature, and, although equipment is adequate, much was late in arriving. For these reasons, this component of the HIT project is considered to be less than successful.

2. ASSESSMENT OF PROJECT PLANNING

Although a brief assessment of project planning was made in the development of the "Alexandria HIT Evaluation Plan" which was presented to the Alexandria HIT officials in March of 1974, prior to implementation of the HIT project, it was not possible to conduct a full assessment of the results of project planning until project implementation and the results of project planning could be seen.

A general assessment of project planning is positive. The project plan was implemented with only a few minor changes. Many of the features of the plan have been successful, and others that were less than successful, could not have been realistically assessed during project planning periods.

(1) Positive Aspects of Project Planning

The following discussion presents the positive aspects of project planning.

Project planning was completed by members of the planning staff of the Alexandria Police Department, as compared to some jurisdictions where project planning was performed by other city officials. As a result, members of the department were fully aware of the ramifications of project activities, and knowledgeable of all components of the program and how they were to interact and relate to each other. Project planners were also available to monitor project activities and assess project operations and goal achievement.

- Target offenses were identified through a comprehensive review and study, including in-depth "crime specific" analysis. As a result, target offenses were not only of significant importance in Alexandria, but represented crimes that could be influenced by project activities.

- . Target areas were selected after an in-depth study of robbery and burglary experience in the city of Alexandria. As a result, areas representing high levels of crime experience, as compared to the remainder of the city, were identified.
- . The project was designed to include a wide range of police activities, representing a broad assault on the crimes of robbery and burglary in related areas. The overall project involved patrol, investigative, prosecutorial, community relations, operational planning, and an internal evaluation mechanism. Not all of these components have been fully successful, but each needed to be tested as a part of the program.
- . Available project resources were not wasted on unnecessary or little used equipment included in some HIT programs. Equipment purchases directly related to actual project needs and the achievement of project goals.
- . Project planning was based on a similar successful "crime specific" experiment in Alexandria, and therefore represented a certain degree of pretesting.

(2) Negative Aspects of Project Planning

Following is a brief discussion of some of the aspects of the Alexandria HIT project planning that were not positive.

- . The formal approval of the Alexandria HIT project by the Virginia Council on Criminal Justice was delayed considerably in comparison to other HIT projects. This delay was caused by significant internal delays in getting approval/authorization by the appropriate Alexandria officials for the various concepts to be tested in the Alexandria HIT project. While it is understood that the HIT project in Alexandria or any other jurisdiction for that matter, cannot be the primary priority for management attention, the lack of dispatch in preparing the initial grant request must be noted as negative.

Further delays were experienced in project implementation, after project approval by the CCJ. For this reason, the Alexandria HIT project did not commence operations until July 1, 1974, approximately 14 months after being informed of the availability of the grant. It should be noted that some delay was the result of a rebuilding of the police department and not directly related to the HIT program.

. The selection of two separate project target crimes has proved to be too ambitious given available project resources. HIT team efforts were spread too thin, and deployment of officers made difficult because selected crimes do not parallel each other with respect to time and location of occurrence.

. The inclusion of a Data Processing Programmer as a part of the HIT project proved to be unnecessary. The salary identified for this position was too low to attract qualified applicants. As a result, this position was not filled. The project, however, has not been affected by the lack of a programmer because adequate data for deployment and evaluation has been generated manually.

. The inclusion of a consultant to train officers has proved to be unnecessary. Qualified personnel from the police department have been able to successfully present the training program.

. The allowance for an internal evaluation team in the project plan was reasonable. However, this aspect has not been implemented.

. The initial plan to pay officers \$7.00 per hour for "off duty" work was too low and did not result in a sufficient number of experienced officers volunteering to work. A subsequent increase in pay to \$8.65 has solved this problem, but resulted in a decrease in man hours available for patrol assignment.

3. PRIMARY OBJECTIVE ACHIEVEMENT

The primary objectives of the Alexandria HIT project, as stated in the project grant request, were as follows:

"The objective of this program is to reduce the incidence of burglary in Area I by 25 percent and decrease robbery by 10 (10) percent. In Area II the objective is to reduce the number of robberies by 25 percent. Reduction will be measured by comparison with the preceding calendar year.

Other objectives of the HIT program are to increase arrest and clearance rate for target crimes and increase citizen participation in the crime prevention through public awareness efforts."

With the exception of a slightly improved clearance rate for burglary, the Alexandria HIT project has not met project objectives, however there has been a demonstrative statistical impact as a result of project activities.

Exhibit XVIII, following this page, presents a comparison of project objectives and project achievements relating to burglary and robbery. Exhibit XIX presents closure rate comparisons to similar periods last year and to the remainder of the city this year to date.

EXHIBIT XVIII

ALEXANDRIA HIT PROJECT
OBJECTIVE ACHIEVEMENT COMPARISON
July 74 through Jan. 74

	AREA I		AREA II	
	Robbery	Burglary	Robbery	Burglary
OBJECTIVE	-10%	-25%	-25%	NA
ACTUAL	+52%	+6%	+12%	NA

ALEXANDRIA HIT PROJECT
CLOSURE RATE

July through Jan

	TOTAL OFFENSES			TOTAL CLEARED			CLOSURE RATE					
	<u>Last Year</u>	<u>This Year</u>		<u>Last Year</u>	<u>This Year</u>		<u>Last Year</u>	<u>This Year</u>				
		Hit* Area	Other Area	Total		Hit* Area	Other Area	Total	Hit** Area	Other Area	Total	
ROBBERY	301	139	266	405	63	23	52	75	20.9%	16.5%	19.5%	18.5%
BURGLARY	1396	258	1391	1649	150	41	129	170	10.7%	15.9%	9.3%	10.3%

* Area I Burglary Only
** Area II Robbery Only

Exhibit XX shows robbery and burglary proportion comparisons in their respective target areas. It is significant to note that the proportion of robberies in the robbery target area was reduced by 6.9% and the proportion of burglaries occurring in the burglary target area was reduced by 1.8%. Additionally, the number of robberies and burglaries as a proportion of total Part I offences was reduced slightly in the HIT areas while relatively stable in the remainder of the city as compared to last.

ALEXANDRIA POLICE DEPARTMENT
CRIME COMPARISON

	<u>THIS YEAR</u>	<u>LAST YEAR</u>
<u>ROBBERY*</u>		
Proportion of City Robberies in Robbery HIT Area	- 34.3%	41.2%
Robbery as a proportion of City Part I Crimes in Robbery HIT Area	- 2.2%	2.3%
Proportion of Part I Crimes in Robbery HIT Area	- 11%	10.1%
<u>BURGLARY</u>		
Proportion of City Burglaries in Burglary HIT Area	- 15.6%	17.4%
Burglary as a proportion of City Part I Crimes in Burglary HIT Area	- 4.1%	4.5%
Proportion of Part I Crimes in Burglary Area	- 26.7%	27.2%

* HIT Area II only

Exhibit XXI presents crime comparisons for robberies, burglaries and Part I offenses, from last year to this. Analysis of these statistics results in the following observations:

- . Robbery in the HIT robbery target area (area II) did not increase at the same rate as in the remainder of the city.
- . Robbery increased in the burglary area (area I), however, may represent a displacement of robbery offenses (displacement is discussed later in this report)
- . Burglary did not increase in the burglary target area at the rate that it increased in the remainder of the city
- . Part I offenses did not increase in the target areas at the same rate increases were experienced in the remainder of the city.

ALEXANDRIA HIT PROJECT
CRIME COMPARISON

July through January

	LAST YEAR				THIS YEAR				PROPORTION CHANGE			
	HIT Area I	HIT Area II	Remainder of CITY	TOTAL	HIT Area I	HIT Area II	Remainder of CITY	TOTAL	HIT Area I	HIT Area II	Remainder of CITY	TOTAL
ROBBERY	64	124	113	301	97	139	169	405	+51.6%	+12.1%	+49.6%	+34.6%
BURGLARY	243	355	798	1396	258	325	1066	1649	+6.2%	-8.0%	+33.6%	+18.1%
PART I CRIMES	896	1225	3293	5414	967	1266	4129	6362	+7.9%	+3.3%	+25.4%	+17.5%

These observations lead to the following conclusions:

- Deployment of saturation patrol officers did influence robbery, burglary and Part I experience in the robbery target area (area II)
- Deployment of saturation patrol officers did influence burglary and Part I offenses in the burglary area, however did not influence the rate of robbery experience in that area.

The following paragraphs discuss certain factors relating to primary project achievement such as crime displacement, exogenous factors and statistical significant testing.

(1) Crime Displacement

Crime displacement, as it relates to the Alexandria HIT project, has been measured and analyzed separately for the two target crimes and areas, and results in the following observations.

There does not appear to be a displacement of burglaries to the immediate peripheral areas of the burglary target areas. Exhibit XXII following this page shows the number of burglaries, proportion of burglaries and percent change of burglaries as compared to last year. It is significant to note that the proportion of total burglaries were reduced by 2 percent in the target area 1 percent in peripheral areas and 5.7 percent in the robbery area while increasing 8.7 percent in the remainder of the city. Analysis of this exhibit indicates that not only did displacement to the peripheral not take place, but that there may have been spillover prevention effect from the burglary efforts in to contiguous areas.

There does appear to be a probable displacement of robbery offenses to immediate peripheral areas from the robbery target area. Exhibit XXIII presents total robberies and percent of robbery increase in the robbery target area (area I), areas contiguous to the robbery area and the remainder of the city. It should be noted that while robbery increased 12 percent in the robbery area, the robberies increased 71 percent in contiguous areas and 51.6 percent in the adjacent burglary area while increasing only 38.7 percent in the remainder of the city.



ALEXANDRIA HIT PROJECT
BURGLARY DISPLACEMENT

	TOTAL BURGLARIES		PERCENT OF TOTAL BURGLARIES		PERCENT INCREASE/DECREASE
	This Year	Last Year	Total Year	Last Year	
BURGLARY TARGET AREA	243	233	14.7	16.7	+4.3%
CONTIGUOUS AREA*	192	168	12.0	12.0	+14.0%
ROBBERY TARGET AREA	325	355	19.7	25.4	-8.0%
REMAINDER OF CITY	780	539	47.3	38.6	+44.7%
TOTAL	1649	1396			+18.1%

* Does not include Robbery HIT areas

ROBBERY DISPLACEMENT
ALEXANDRIA HIT PROJECT

	TOTAL ROBBERIES		PERCENT OF TOTAL ROBBERIES		PERCENT INCREASE
	<u>This Year</u>	<u>Last Year</u>	<u>This Year</u>	<u>Last Year</u>	
ROBBERY TARGET AREA	139	124	34.3%	41.2%	+12%
CONTIGUOUS AREA*	65	38	16%	12.6%	+71%
BURGLARY TARGET AREA	97	64	24%	21.3%	+51.6%
REMAINDER OF CITY	104	75	25.7%	24.9%	+38.7%
TOTAL	405	301			+34.6%

* Does not include Burglary HIT Areas where Robberies increased 52%

These statistics do not in themselves constitute displacement. The displacement can only be measured by determining if a robber (or burglar) moved to another area of the city directly as a result of HIT operations. This subject will be further addressed in the HIT Evaluation Handbook, the final report on the HIT Program Evaluation.

(2) Exogenous Factors

An analysis of exogenous factors is an attempt to determine if the results of a program, such as HIT, could have been caused by outside or "exogenous" factors unrelated to HIT operations. Three exogenous influences may have impacted on crime experience in Alexandria as follows:

- . A growth in population
- . Worsening economic conditions coupled with an increase in unemployment
- . A reported increase in drug addiction.

Each of these factors will be discussed separately below.

- . The population in Alexandria has grown steadily over the past few years. The relationship between this growth and reported burglaries is shown on the following table.

<u>Year</u>	<u>Estimated Population</u>	<u>Number of Burglaries</u>	<u>Burglaries per 1000 Population</u>
HIT Years-3 (7/71-7/72)	112,625	2088	18.5
HIT Years-2 (7/72-7/73)	114,312	1798	15.7
HIT Years-1 (7/73-7/74)	116,000	2166	18.7
HIT Year (7/74-7/75)	118,234	2827	23.9

Population figures are rough estimates based on available city planning data and total burglaries for the current HIT Year are estimated on the basis of the monthly average of burglaries reported to date.

Analysis of this data results in the following conclusions:

- Although burglaries increased at the rate of 30.5% as estimates for the present year, the burglary rate per 1,000 increased only 27.8 percent
- More significantly, although burglaries increased 35.4 percent over the four year period, the burglary rate per 1,000 increased only 29.2 percent

Although these factors should be taken into account when presenting departmental crime statistics, population increases do not appear to be of major significance or impact on the HIT program in Alexandria.

- . Arrest records demonstrate that robberies committed by adults in Alexandria are committed by unemployed or unskilled labors. Although accurate statistics are not available, it is felt that the increase in unemployment and worsening economic conditions have played a role in the overall crime experience in Alexandria.
- . The police have reported an increase in drug and narcotics use in Alexandria. It is felt that there is a relationship between these offenses and the burglaries and robberies committed in the city.

Although these exogenous factors cannot be measured, it is felt that some may have contributed to the overall crime rate in the city and have made it more difficult for the HIT programs to meet established goals and objectives. HIT efforts therefore are better measured on the basis of comparisons between crime experience in target and non target areas.

(3) Statistical Significance Test

Following is a discussion of a tests of statistical significance of robbery and burglary reduction in the target areas using the "CHI-Square" statistical testing methodology. Basically, this test compares the differences in the number of burglaries in the target and nontarget areas between the seven months of Alexandria HIT operations and the same period a year earlier to determine if those differences could be based on random fluctuations rather than HIT activity.

. Burglary Statistical Significance

Following is the statistical significance test for burglary comparing the number of burglaries in the burglary target area (area I) to the number of burglaries in the remainder of the city.

The "observed" numbers of burglaries appear in the following table:

<u>Period</u>	<u>Number of Reported Burglaries</u>		<u>TOTAL</u>
	<u>Target Area I</u>	<u>Remainder of City</u>	
7/73 - 1/74	243	1,153	1,396
7/74 - 1/75	258	1,391	1,649
	<u>501</u>	<u>2,544</u>	<u>3,045</u>

"Expected" numbers of burglaries are derived by considering proportions with respect to the above TOTAL column. Thus if we let x_{ij} denote the "expected" number of burglaries in cell (i,j) , where $i=1,2$ refers to the periods 7/73 - 7/74 and 7/74 - 1/75, respectively, and $j=1,2$ refers to the Target and Nontarget areas, respectively, we have:

$$X_{11} = \frac{1,396 \times 501}{3,045} = 230$$

$$X_{12} = \frac{1,396 \times 2,544}{3,045} = 1,166$$

$$X_{21} = 501 - X_{11} = 271$$

$$X_{22} = 2,544 - X_{12} = 1,378$$

Computing these values yields the following table:

<u>Period</u>	<u>"Expected Number of Burglaries"</u>		<u>TOTAL</u>
	<u>Target Area I</u>	<u>Remainder of City</u>	
7/73 - 1/74	230	1,166	1,396
7/74 - 1/75	271	1,378	1,649
	<u>501</u>	<u>2,544</u>	<u>3,045</u>

The CHI-square test may be used to test the hypothesis that there is no significant difference between the "observed" and "expected" values. The value of CHI-square from the data is:

$$\begin{aligned}
\text{CHI-square} &= \frac{(243-230)^2}{230} + \frac{(1,153-1,166)^2}{1,166} \\
&+ \frac{(258-271)^2}{271} + \frac{(1,391-1,378)^2}{1,378} \\
&= 1.63
\end{aligned}$$

The above computed value of CHI-square (1.63) does not exceed the value of CHI-square (6.63) needed to be significant at 90 percent degree of confidence. In other words, the statistical significance test indicates that the difference in target and citywide burglaries from the period 7/73 - 1/74 to the period 7/74 - 1/75 could be caused by random fluctuations and not police operations.

Essentially, what they mean is that although there was a difference in the level of increased in burglary in the target area (6 percent) as compared to the non target area (21 percent), it could have been caused by random fluctuations rather than HIT operations.

Robbery Statistical Significance

Following is the statistical significant test for robbery comparing the number of robberies in the robbery target area (area II) to the number of robberies in the remainder of the city.

The "observed" numbers of robberies appear in the following table:

<u>Period</u>	<u>Number of Reported Robberies</u>		<u>TOTAL</u>
	<u>Target Area II</u>	<u>Remainder of City</u>	
4/73 - 12/73	124	177	301
4/74 - 12/74	139	266	405
	<u>263</u>	<u>443</u>	<u>706</u>

"Expected" numbers of robberies are derived by considering proportions with respect to the above TOTAL column. Thus if we let x_{ij} denote the "expected" number of robberies in cell (i,j), where i=1,2 refers to the periods 7/73 - 1/74 and 7/74 - 1/75, respectively, and j=1,2 refers to the Target and Nontarget areas, respectively, we have:

$$X_{11} = \frac{301 \times 263}{706} = 112$$

$$X_{12} = \frac{301 \times 443}{706} = 189$$

$$X_{21} = 263 - X_{11} = 151$$

$$X_{22} = 443 - X_{12} = 254$$

Computing these values yields the following table:

"Expected" Number of Robberies

<u>Period</u>	<u>Target Area II</u>	<u>Remainder of City</u>	<u>TOTAL</u>
7/73 - 1/74	112	189	301
7/74 - 1/75	$\frac{151}{263}$	$\frac{254}{443}$	$\frac{405}{706}$

The CHI-square test may be used to test the hypothesis that there is no significant difference between the "observed" and "expected" values. The value of CHI-square from the data is:

$$\begin{aligned} \text{CHI-square} &= \frac{(124 - 112)^2}{112} + \frac{(177 - 189)^2}{189} \\ &+ \frac{(139 - 151)^2}{151} + \frac{(266 - 254)^2}{254} \\ &= 3.57 \end{aligned}$$

The above computed value of CHI-square (3.57) does not exceed the value of CHI-square (6.63) needed to be significant at 90 percent degree of confidence. In other words, the

statistical significance test indicates that the difference in target and citywide robberies from the period 7/73 - 1/74 could have been caused by random fluctuation.

Essentially, what this means is that although there was a difference in the level of increase in robberies in the robbery target area (12 percent) as compared to the remainder of the city (50 percent), this difference has a less than 90 percent chance that it was not caused by random fluctuations.

Thus, neither the differential increase in burglary or robbery can be considered to be statistically significant at the 90 percent level of confidence, the criteria used for other similar HIT projects.

4. EVALUATIVE FINDINGS BY PROJECT ELEMENT

Presented in this section of this evaluation report are specific findings relating to each individual project component.

(1) Evaluative Findings By Project Tactical Element

Following are evaluative findings by the tactical elements described in the project strategy portion of Section II. Tactical project elements have been defined as:

"Those project elements that are directly related to the tactical or operational activities directed at crime prevention or criminal apprehension."

HIT Team

The overall success of the HIT Team is mixed. The utilization of the HIT Team has been most successful in the area of crime prevention through proactive saturation patrol. These efforts have resulted in a 38.2 percent less increase in robbery in the HIT Target Area II than experienced remainder of the city and a 14.8 percent less increase in burglaries in HIT Target Area I.

Some success has been achieved in improving the clearance rate for burglaries in the target area, (15.9 percent clearance rate as compared to a 9.3 percent clearance rate in the remainder of the city), however, this increased rate is approximately 4 percent below the national average clearance rate and significantly below other HIT projects with a burglary investigative capability.

The robbery clearance rate, however, was 3% lower in the robbery target area as compared to the remainder of the city.

There have been a total of 14 persons arrested in the target areas at or near the scene for robbery as compared to the same number in the remainder of the city. However, only 9 persons were arrested for burglary target area compared to 54 in the remainder of the city.

The value of property stolen in robberies and burglaries in the HIT areas per offense is lower than that of the remainder of the city, and the rate of property recovered appears to be generally high.

The apparent reasons for the mixed success of the HIT Team as a tactical element is discussed below.

Project Management

The management of the Alexandria HIT project has stabilized in recent months and presently can be characterized as strong. Some problems existed in earlier months due to a turnover of the management team, and a lengthy absence, due to illness of the prior HIT commander.

Present management and supervisory personnel appear aggressive and dedicated to making the HIT program a success. There are indications, however, that the present management has focused attention on patrol efforts exclusively and have allowed investigative and particularly crime prevention and public awareness efforts to proceed independently from the remainder of the program

Respondents to questionnaire completed as a part of this evaluative effort have noted "violations of chain of command" particularly concerning the activities of the grants administrator and the relationships between the HIT commander, the commander of the uniformed patrol division and the grant administrator (who is assigned to the department's planning unit. We do not feel that this is a critical problem, and can be solved through implementation of recommendations outlined later in this report.

Some supervisory problems exist due to the use of volunteer officers who sign up to work during off duty hours as follows:

- The HIT management and supervisory staff has limited ability to discipline officers who do not report to work as scheduled or who do not perform at an acceptable level.

- Discipline is difficult because strict supervisory controls may cause officers not to sign up to work the HIT project.
- Many of the officers who sign up to work HIT on a voluntary basis are sergeants and lieutenants. It is obviously difficult for the HIT supervisor, a sergeant, to direct his "peers in rank" under these conditions, therefore, his ability to command is weakened.
- It is difficult to train, motivate and control officers who are not under the continuing direction of a single supervisor or commander. Off-duty volunteers are interested primarily in the extra money they receive for working, and may not be dedicated to the program or be aggressive in operational activities.

Personal Resource Utilization

Although available personnel resources are limited (in part due to the reduction of patrol hours as a result of pay increases and absences due to sickness) those personnel employed appear to be properly utilized. Work schedules for both permanent staff and off duty volunteers are structured so that officers work during the times and in locations where efforts can be directed at specific HIT target objectives. Problems do exist however because two target crimes, in separate target areas are involved. Crime problems in burglary and robbery are not the same in terms of time and location of occurrence. As a result, available personnel resources are spread thin and saturation patrol efforts diluted.

Patrol Operations

Although the patrol efforts appear to have influenced the crime experience in HIT target areas, arrests at or near the scene have not been made at a higher rate than in the remainder of the city. This condition may be the result of the following factors:

- Patrol officers may not be totally familiar with the HIT target areas due to regular assignments in other areas of town.
- Some officers who do not routinely perform patrol activities work as HIT volunteers.

- Volunteer officers may not be aggressive and resist actions that may result in report writing when working "off duty" hours.
- Operational techniques employed by individual officers can not be monitored by HIT supervisory personnel over a continuous period of time.
- The HIT target areas have traditionally experienced high levels of criminal activity and are difficult to effectively patrol
- Patrol efforts are spread thin due to limited personnel resources.

Volunteer Patrol Efforts

The use of volunteer patrol officers on an off duty, sign-up basis has been discussed, in part, previously in this report. Following are some of the negative evaluative observations and findings assuring this approach to HIT patrol efforts.

- Volunteer off duty officers are difficult to direct, train, motivate, monitor and supervise.
- Volunteer officers may not be dedicated to the objectives of the HIT project
- Volunteer off duty officers may conduct patrol efforts in the same way as when working regular patrol assignments (out of habit) rather than concentrating on HIT target offenses
- Selection of the best available officers is not done because officers are allowed to sign-up on a "first come-first served" basis.
- Volunteer off duty time is expensive as time and one half (based on a three year patrol officers salary) is paid.
- Volunteer off duty officers may be tired after completing a full regular shift prior to working in the HIT patrol effort.

There are some advantages to the use of volunteer off duty officers as follows:

- Work schedules can be designed to more closely match crime problems because schedules do not have to accommodate 40 hour work weeks consisting of consecutive days having eight hour work periods.
- Experience gained by officers from working specialized HIT patrol is carried back to regular assignments.
- Other departmental units are not depleted of experienced manpower in order to staff HIT operation.
- The police department does not have to hire additional personnel that, following HIT, would place a burden on fiscal resources.
- Budget control for HIT operations remains flexible as control of increases or decreases in patrol hours can be easily achieved.
- Flexibility is available to accommodate monthly or seasonal changes in crime patterns by varying patrol hours.
- Co-ordination with other units of the department is facilitated when officers from other units work HIT assignments periodically.

Investigative Efforts

Investigative efforts have not been as successful as had been hoped by both management and investigative personnel. In part this is due to absences because of sick time or training, and the lack of full time supervision. It should be noted, however, that the target crimes in target areas represent difficult investigative problems. In the burglary area there appears to be a great deal of apathy and little motivation on the part of the public toward assisting the police in investigated efforts. The robbery area reflects a high rate of street robbery and purse snatching, both of which are difficult crimes to successfully investigate.

Some problems may exist due to a lack of coordination and exchange of information between HIT investigators and those assigned to the Criminal Investigations Division of the department. Although there does not appear to be a conscious effort to restrict coordination and exchange of information, the separation of investigative manpower complicates these efforts.

Presently, investigators assigned to the HIT program do not have the advantage that is gained from experienced supervisory personnel working in the Criminal Investigations Division, nor is there adequate backup available to cover absences due to sick time or training.

Personnel

Full time personnel assigned to the HIT program appear to be capable, qualified and interested in making the program a success.

Members of the HIT project are well educated, (four of seven respondents to the evaluation questionnaire are college graduates and the remainder have at least some college level achievement) and all have completed police training courses. Only four of seven respondents received specialized training in HIT related activity, however one investigator attended the Crime Prevention Institute in Louisville, Kentucky and the HIT commander completed three weeks training in Chicago. Members of the HIT Squad did, however, express a desire to attend additional training classes in patrol operations and investigations.

The investigator who attended the Crime Prevention Institute has been assigned to investigative and administrative duties since returning from school, and has not been able to apply the training received.

Morale among permanent members of the HIT Squad does not reflect the high level of morale found in other HIT programs (Alexandria had the lowest level of response of all units queried), or generally typical of specialized units in police agencies. Only one respondent to the evaluation questionnaire indicated a high level of morale. Four reported an average morale level and two indicated levels that were lower than average. There may be a number of reasons for this factor as follows:

- Working facilities are inadequate
- Radio and vehicle equipment was delayed in delivery
- There have been a number of changes in command staff (three different officers have commanded the HIT program during the seven month rating period).

- Project goal and objectives have not been met
- Operational personnel are not shielded from management concerns and problems
- Citizen response to HIT program efforts have been largely apathetic

Facilities and Equipment

Present facilities for use by the HIT team are inadequate. Management and operational personnel utilize the same single room (a section of the squad room partitioned off by filing cabinets). Only one phone is available and serves both the HIT program and Squad room needs. The department has recognized these problems and has taken steps to provide improved facilities. Space, however, is a problem throughout the Alexandria Police Department.

The equipment utilized by the HIT Squad is adequate for present needs. Problems were experienced, however, in obtaining authorized vehicles and radios. The HIT radios were not received until February 1975, eight months following the start of the program and actually after the period covered by this evaluation report. Radio equipment is not fully compatible with the remainder of the department in that batteries and car chargers are not interchangeable and HIT radios are serviced under a separate maintenance agreement.

Commonwealth Attorney

One half of an assistant commonwealth's attorneys salary is funded by the HIT project. The project however has not generated sufficient work (in terms of increased adult arrests) to justify this expenditure.

Members of the department indicated that the prosecutor assigned to HIT work did not demonstrate specific experience in robbery and burglary prosecutions, but that these cases were generally well handled.

Cooperation and Coordination with Other Departmental Units

In response to a question concerning cooperation and coordination, the following results were received:

How has the day-to-day cooperation and coordination been with the:

	<u>Excellent</u>	<u>Adequate</u>	<u>Poor</u>
. Detective Bureau	_____	<u>7</u>	_____
. Uniform Patrol	_____	<u>5</u>	<u>1</u>
. Traffic	_____	<u>2</u>	<u>2</u>
. Overall Police Division	_____	<u>6</u>	<u>1</u>

It is felt that the less than excellent cooperation and coordination reflected in these responses is due to the isolation of specialized HIT personnel, such as those in investigative or community relations assignments, from other units of the department involved in similar work, rather than reflective of a lack of willingness to work closely with HIT personnel.

(2) Evaluative Findings by Public Information Elements

The public information activities of the Alexandria HIT project have been less successful than anticipated. Some increased public support generally throughout the city has taken place (based on public attitudes at recent community meeting), however, this may be reflective of the long-term police/community relations efforts of the department.

Public Information Elements are described as:

"Those project elements which involve planned interaction with the community-at-large in terms of increased overall security or improved police/community cooperation."

Following are evaluative findings by public information component of the Alexandria HIT project.

. Community Relations

Initial efforts in this area were designed to utilize one investigator (trained in Crime Prevention Techniques)

and one HIT community relations officer to visit homes and businesses to (1) explain the HIT project, (2) encourage citizens to form community organizations to assist the police and (3) submit requests for security surveys.

The investigator, however, after attending the Crime Prevention Institute, was utilized primarily to supervise and conduct investigations. At one point all HIT personnel spent one day a week on these activities, however this effort has been abandoned.

Some effort was made to have volunteers sign-up to conduct, on an overtime basis, home visitations, however poor response was received as volunteers preferred to perform patrol activities.

During the first seven months of operation, 1332 police community relations contacts were made, primarily in residential units of the burglary target area. Although generally well received, no community organizations were formed and a relatively low number of security inspections were requested.

The reasons for lack of success in this portion of the HIT project can be attributed to the following:

- Many of the residents of the burglary target area are generally not supportive of the police
- Many of the residents of the burglary target area are apathetic toward crime
- No follow up contacts were made with residents who expressed an interest in security surveys or in forming community organizations
- Some residents were reported to suspect ulterior motives for police security surveys.

Public Education

Public education efforts of the Alexandria HIT project included the following activities:

- A total of 39 public meetings were held, with an estimated total attendance of 818 persons.
- A total of 7425 educational pamphlets were distributed.
- A total of nine news releases were issued.

Evaluation of public education efforts is based on the number of news releases, public meetings and pamphlets distributed. Considering the limited resources (in terms of personnel effort) devoted to these tasks, the level of activity is reasonable and indicates a moderately successful effort.

Security Surveys

The security survey activities conducted as a part of the Alexandria HIT project have not been successful in terms of the number of surveys completed, and followup activities or resurveys made to assure the actual implementation of recommendations made as the result of those surveys that were performed.

There are a number of reasons why the security survey element of the Alexandria HIT project has not been successful. Some of these reasons are as follows:

- Residents in the burglary target area were generally apathetic regarding surveys
- Many of the residents in the burglary target area could not afford home safety improvements
- Only limited personnel resources were assigned to this activity
 - .. The investigator who was to conduct security surveys was assigned to other duties
- A reactive rather than aggressive approach was taken

Community Organizations

Although not a specific goal set out in the grant application, one way to measure increased citizen

participation is through the establishment of new community support organizations. No new community organizations have been formed as a result of the Alexandria HIT project. This lack of success may be due in part to the fact that a community Action Team already existed in HIT Target areas; however, a more aggressive effort in this area, including recontacts of citizens who indicated a willingness to participate in community organizations may have resulted in a higher level of success. The department did, however, work with existing community action teams.

The Public Information elements of the HIT program would have resulted in a higher level of achievement if specific management objectives had been established. Management objectives could be used in this area to focus attention on those activities that have met with little success, and would ensure that resources were adequately assigned to meet project goals and objectives.

(3) Planning and Support Elements

The planning and support elements of the Alexandria HIT project are defined as:

"Those project elements that provide support or planning assistance for the successful implementation of the tactical and public information elements."

Following are evaluative findings by the Alexandria HIT project support and planning elements described in Section II of this report.

Operational Planning

The operational planning support has been successful in terms of providing adequate crime data for use in deploying HIT patrol resources. Specifically, information concerning crimes in target areas on both a temporal and geographic basis were provided.

The department has developed simple, manual data collection and reduction techniques that allow HIT administration to schedule duty hours and locations in accordance with target crime experience and need,

however, additional data concerning modus operandi, weather conditons, victim and suspect descriptions would facilitate actual patrol operations.

Some problems have existed in coordination of HIT operational and planning efforts, due, for the most part, to the physical separation of the two functions and the fact that the crime analyst does not report to the HIT commander.

Data Processing Assistance

The data processing assistance originally planned as a part of the Alexandria HIT project has not been implemented. As described previously, this factor has not been critical to the success of the project.

Data processing support, however, is planned as a part of the overall departmental information support system, and will be available in the near future.

Training Support

Specialized training was provided to only four fulltime members of the HIT project (according to responses to the evaluation questionnaire). Three of the respondents reported that training received was "adequate" and one reported training as "incomplete."

Orientation programs were presented to members of the department, and informal in-service training was given to newly assigned investigators.

In addition, each officer who volunteers to work HIT is provided with a training memorandum. This material describes the basic concepts, limitations, target areas and duties and responsibilities of offices while performing HIT sponsored activities. A copy of this memorandum is attached as Appendix A of this report.

Internal/Evaluation Team

The grant application for the Alexandria HIT project indicated that an Evaluation Team would be established to evaluate the success and/or failures in the program. The team was to have consisted of the following police officials:

- The Chief of Police
- The Commanding Officer of the Uniform Division
- The Commanding Officer of Planning and Research Section
- The Operational Supervisor of HIT
- The Crime Analyst
- The Community Relations Officer

The group was to have "met regularly to discuss the problems of the program and make decisions as to corrective action to be taken."

The Evaluation Team has not met and thus there has not been effective internal project evaluation. However, informal day to day interaction between these, and other, officials has been accomplished. But evaluation, per se, has not.

Clerical Support

Direct clerical support has not been provided as a part of the HIT project. As a result, fulltime HIT officers are required to develop and maintain HIT related reports and files.

Provision of clerical support would allow officers to concentrate efforts on operational or management matters and result in better utilization of available project resources.

IV. OPPORTUNITIES FOR IMPROVEMENT
AND RECOMMENDATIONS

IV. OPPORTUNITIES FOR IMPROVEMENT AND RECOMMENDATIONS

This section of the evaluation report contains recommendations for improvement in the existing HIT project, and recommendations related to subsequent refunding.

It should be noted that these recommendations represent the opinions of the Arthur Young & Company evaluation team, based on the analysis of the Alexandria HIT project by that team. They do not represent the input of the Virginia Division of Justice and Crime Prevention, nor do they represent requirements that must be achieved for the refunding grant request to be considered. However, it is felt that these recommendations represent opportunities for program enhancement, and are both reasonable and achievable within the level of resources available.

1. RECOMMENDATIONS RELATING TO THE EXISTING PROJECT

Following in this section are the Arthur Young & Company recommendations relating to the existing project. Recommendations have been limited in this area because of the short period of time remaining in the existing grant period.

(1) Specific Objectives Pertaining To Public Information Activities Should Be Established

In order to provide improved direction to the Public Information effort, the HIT management should set specific objectives in the area of Security surveys to be made and Community Organizations to be formed. This will assist the Community Relations Officer to devote his efforts at the goals and objectives of the program and make better use of the resources available to him.

(2) Public Information Efforts Should Be More Aggressive
And Better Planned

The Community Relations Offices should recontact those persons who indicated a desire to participate in community groups and work closely with them in the establishment individual community organizations.

Businesses and residents that have been given security surveys should be recontacted to review the extent of the implementation of survey recommendations.

The Community Relations Officer should contact businesses and residents that have been victim of burglary and make arrangements for security surveys of these premises.

The Community Relations Officer should use the telephone to make specific appointments to visit residences or businesses for both security survey and home visitation activities.

(3) Closer Interaction Should Be Developed Between The HIT
Team And The Assistant Commonwealth Attorney

The Assistant Commonwealth's attorney should work with HIT team members in their day-to-day activities. He should be encouraged to ride patrol with uniformed officers, work with investigators in the field, and participate in some public information activities, including security surveys and community meetings.

These actions may could aid in improved closure rates, improved investigative activities, and a better understanding of problems and needs of both the prosecutors and the police.

2. RECOMMENDATIONS RELATING TO THE REFUNDING PHASE

This section contains the Arthur Young & Company recommendations for the second 12 month funding phase of the Alexandria HIT project.

(1) The Project Should Be Limited To Only One Target Crime

Available resources are not sufficient to provide for adequate efforts directed at more than one target crime, as previously described. We recommend therefore that only one crime be targeted during the second funding cycle.

Members of the Alexandria Police Department have indicated a desire to limit Phase II to the crime of robbery. We concur with this for the following reasons:

- . Robbery has continued to increase at a high rate in the city (as it has in other nearby jurisdictions).
- . Robbery represents a high risk to the personal safety of the victim.
- . Crime specific programs in adjacent communities may displace this offense into the city.
- . Robbery prevention, particularly with respect to public information efforts, has not been tested as a crime specific target throughout the county, to the extent that burglary has.
- . Operational planning techniques can be improved through study and attention to the crime of robbery.
- . Existing robbery related activities appear to have influenced the rate of burglary in the robbery target area while burglary efforts have not apparently impacted on robbery in the burglary area.

(2) Project Planning Should Involve All Levels Of The Department

Operational level personnel, in addition to supervisory and management officials, should be included in the planning process. This will result in a refinement of achievable objectives and ensure that operational personnel are totally familiar with project goals and objectives.

(3) Project Goals And Objectives Should Be More Definitive

Specific objectives should be established for all components of the HIT program. Goals such as "to increase arrest and clearance rate" should be restated as "to increase the arrest rate x percentage and to improve the clearance rate from x to y."

This process will allow both management and operational personnel to assign available resources in such a way as to directly address project goals and objectives and will provide an internal mechanism for program evaluations. Development of specific goals and objectives will be facilitated by inclusion of operational personnel in the planning process.

(4) Existing HIT Organizational Structure Should Be Modified

Some modification of the existing organization of HIT efforts should be considered. In this section, we describe recommended organizational changes.

- . The operational planner (crime analyst) should be brought directly into the HIT team and report directly to the HIT commander. This action would (1) facilitate coordination between the work completed by the analyst on a day-to-day basis and HIT operational planning requirements, (2) make the crime analyst more responsive to HIT needs, (3) allow for expansions of planning activities to include M.O. related information, (4) provide better access to planning data by operational components of the HIT project and (5) coordinate data collections, storage and use pertaining to HIT activities and needs.
- . Specifically define and document the relationship between the project director (Grant Administrator) and the HIT commander. It is reasonable to have both a grant administrator and separate HIT commander. This factor will allow for better fiscal control, coordination with DJCP and internal evaluation. The relationships between these two officials however should be already established.
- . We recommend that the grant administrator be tasked with responsibilities for fiscal and program monitoring to ensure that grant obligations are properly dispatched.

Additionally, the grant administrator should evaluate HIT activities in a staff capacity to ensure that project goals and objectives are kept in focus and achieved.

The HIT commander should be responsible for the actual operations of the unit and should be held accountable for both the level of activity and quality of performance by the HIT team.

The investigative component of the HIT program should be returned to the criminal investigations division.

Previously in this report, the problems associated with the assignment of investigative functions to the HIT team, were described.

Although it is appropriate to develop a broad assault on the target crime including a variety of law enforcement functions, the development of a "mini police department" has not proved successful in Alexandria, particularly in dealing with the crime of robbery.

Investigative operations, coordinations and supervision would be enhanced if HIT investigative efforts were administered by regular CID officers.

(5) The Use Of Full-time HIT Officers Should Be Considered

If possible, within the fiscal restraints and limitations of the department, full time, permanent patrol officers should be assigned to the HIT team. The advantages and disadvantages of using volunteer off duty officers have been previously discussed.

If full time officers are used, the following selection guidelines should be followed:

- . Officers should be selected from volunteers, not conscripted into the program
- . Officers should have exhibited abilities to conduct aggressive patrol efforts involving high levels of arrest for felony offenses
- . HIT commanders and supervisors should be allowed to review and approve those officers assigned to the project as a full time basis.

- . Officers should receive special training in patrol techniques
- . Officers should be subject to disciplinary action by HIT commanders, including reassignment as the result of substandard or inadequate performance

(6) The Nature of Patrol Efforts Should Be Expanded

Highly visible uniformed patrol efforts may prevent some crimes in specific areas. In Alexandria, these efforts have had some effect on the crime of burglary. In the case of robbery, however, patrol efforts appear to have probably displaced some crime rather than to have prevented it.

A successful crime-specific program directed at the offense of robbery should combine proactive patrol with covert activities including casual clothes patrol, stake outs and decoys. These activities should result in an increase in arrests and a subsequent reduction in offenses, particularly if combined with an aggressive public information program directed towards robbery prevention.

(7) Clerical Support Should Be Provided

Previously in this report, we have described the benefits that would result from the provision of clerical support to the HIT program. We recommend that this support be included in the funding for phase II of the grant.

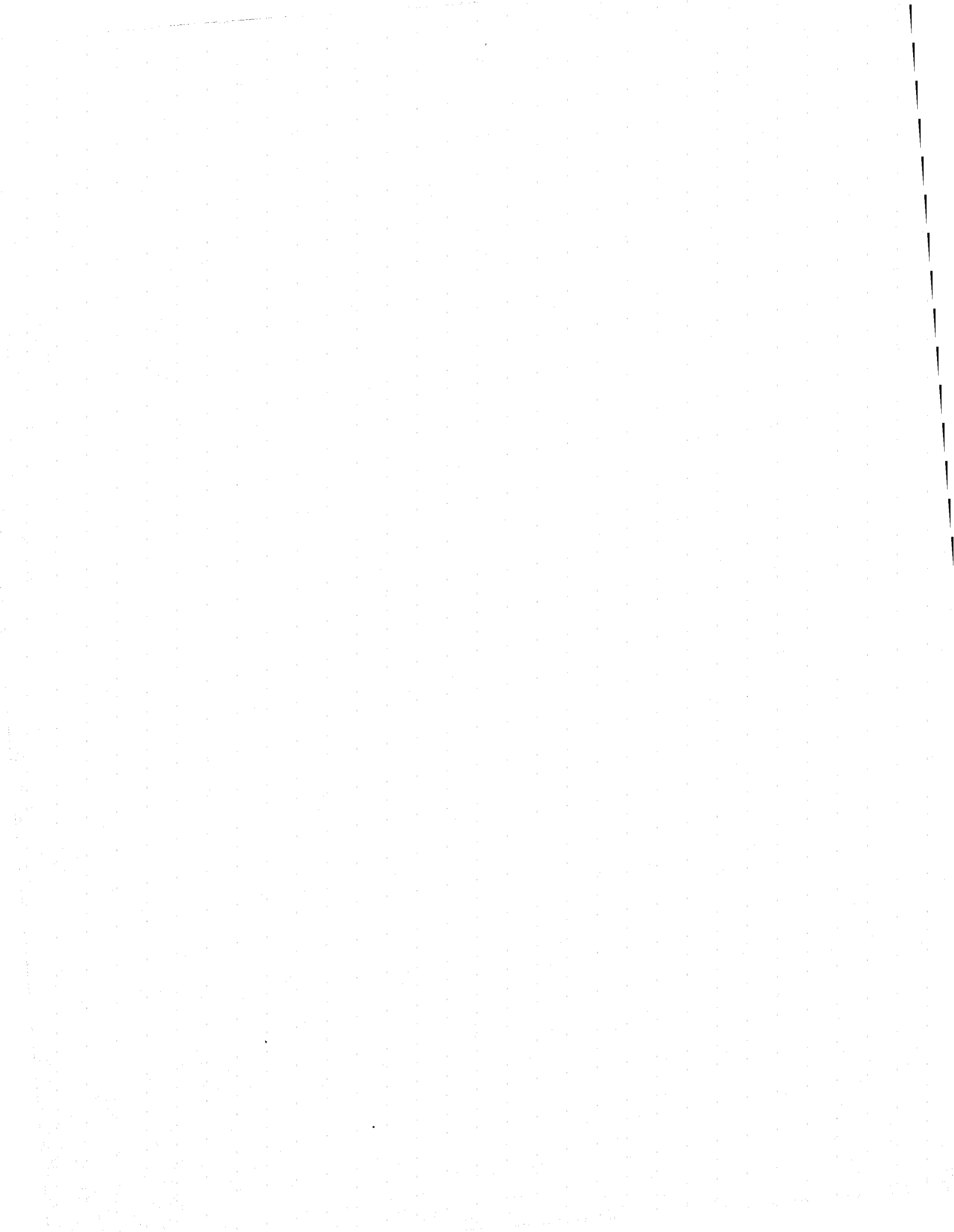
(8) Improved Facilities Should Be Provided

The Alexandria Police Department has recognized the need for improved facilities for the HIT team, and will take steps to transfer HIT operations to more suitable quarters. Following are some factors that should be considered when selecting new facilities:

- . Space should be available for both the crime analyst and clerical support

- . A separate office (or work space) should be furnished for the HIT management staff
- . Facilities should be separate from those used for other than HIT purposes
- . Facilities should be located away from areas frequented by the public
- . Space should be available for posting photographs, descriptions and the like of suspected offenders
- . Space should be available for file and records storage
- . Space should be available for secure storage of specialized equipment and supplies

It is recognized that office space is a significant problem in the Alexandria Police Department and that it may not be possible to meet all recommended guidelines.



CONTINUED

1 OF 2

APPENDIX A

HIT TRAINING MEMORANDUM

MEMORANDUM

TO: All H.I.T. Workers

FROM: Captain Clyde Scott, Uniformed Division Commander

DATE: January 28, 1975

SUBJECT: H.I.T. Program Guidelines.

I. GENERAL

The basic concept of the H.I.T. Program is to reduce the incidence of burglary in Target Area I by 25% and decrease robbery by 10%, and to reduce the incidence of robberies by 25% in Area II.

The methods employed are primarily by the use of High Visibility Patrol (i.e. Uniformed officers and marked vehicles). This is subject to some modification, if justification exists.

II. LIMITATIONS

Due to the fact that prevention is the main key to the patrol segment of this program, certain limits are expected. These limits are as follows:

- A. Traffic enforcement kept to a minimum.
- B. Routine calls not to be assigned to H.I.T. Units, specifically those out of the H.I.T. area. (Area maps attached).
- C. H.I.T. Units are restricted to assigned areas. (Exceptions: Officer-in-trouble calls and when sent by a supervisor).
- D. H.I.T. officers may be assigned to handle preliminary investigation of robbery and burglary cases in respective areas.

(continued)

III. RESPONSIBILITIES

Each officer working the H.I.T. detail is accountable for the following:

- A. Proof of Hours Worked - P.D. 155 must be completed. If no permanent H.I.T. personnel are available for assignment, P.D. 155 must be signed by a patrol supervisor beginning tour of duty and ending tour of duty.
- B. Signing The Detail Sheet
1. All officers interested in working H.I.T. should sign the detail sheet in the Uniformed Division Secretary's Office.
 2. A category will be indicated at the bottom of the sign-up sheet for a plainclothes detail on days previously arranged. This plainclothes detail will be for a period of not less than a continuous 8 hours and will entail H.I.T. surveillance and intelligence work.
 3. On certain days hours may be limited; when this occurs, the times will be indicated on the top of the sign-up sheet and no other hours will be permitted without authority of the H.I.T. Commander, or his designee.
 4. It is important that, if at all possible, persons desiring to work H.I.T. sign up prior to the following times:

Daylight - 7:00 AM
Evening - 4:00 PM
- C. Unable To Work After Sign-Up
- Officers who have previously signed-up to work H.I.T. are expected to report to duty at the time indicated. Exceptions: Sick and other emergencies are excluded, but whenever possible report such facts to H.I.T. personnel or Communications Sergeant at least one hour prior to reporting time.
- D. Assignments
1. Assignments are currently being made according to need based on statistics and other intelligence information. Also, a team effort is being formulated with respect to response and patrol (saturation); therefore, the need for advanced sign-up.
 2. All officers are expected to work in the assigned area with the assigned vehicle unless a supervisor makes other arrangements.

3. Unmarked H.I.T. vehicles are not to be used, except in cases of special assignment or by authority of the H.I.T. Commander, or his designee.

E. Information

Activities of your tour of duty should be indicated on the back of the completed P.D. 155. Primary information needed, but not limited to, are the following:

1. Number of calls handled.
2. Number of assists (arrests or calls).
3. Number and type of arrests.
4. Number of 15-A Cards.
5. Number of reports and P.D. 62's (case #) - Any officer working H.I.T. should indicate next to his name the letters "H.I.T." when completing a P.D. 7 or P.D. 62.
6. The vehicle number used should go in the reason block of the P.D. 155.

F. Care Of Equipment

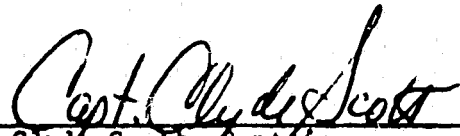
All department orders, policies and guidelines are in effect for handling and operating H.I.T. vehicles and equipment.

G. Supervision

1. H.I.T. supervisor and commander have this primary responsibility.
2. When no H.I.T. supervisor or commander is available, any supervisor or commander working H.I.T. will assume this responsibility when they are available.
3. The Watch Commander assumes this responsibility at other times, and at all times during emergencies.

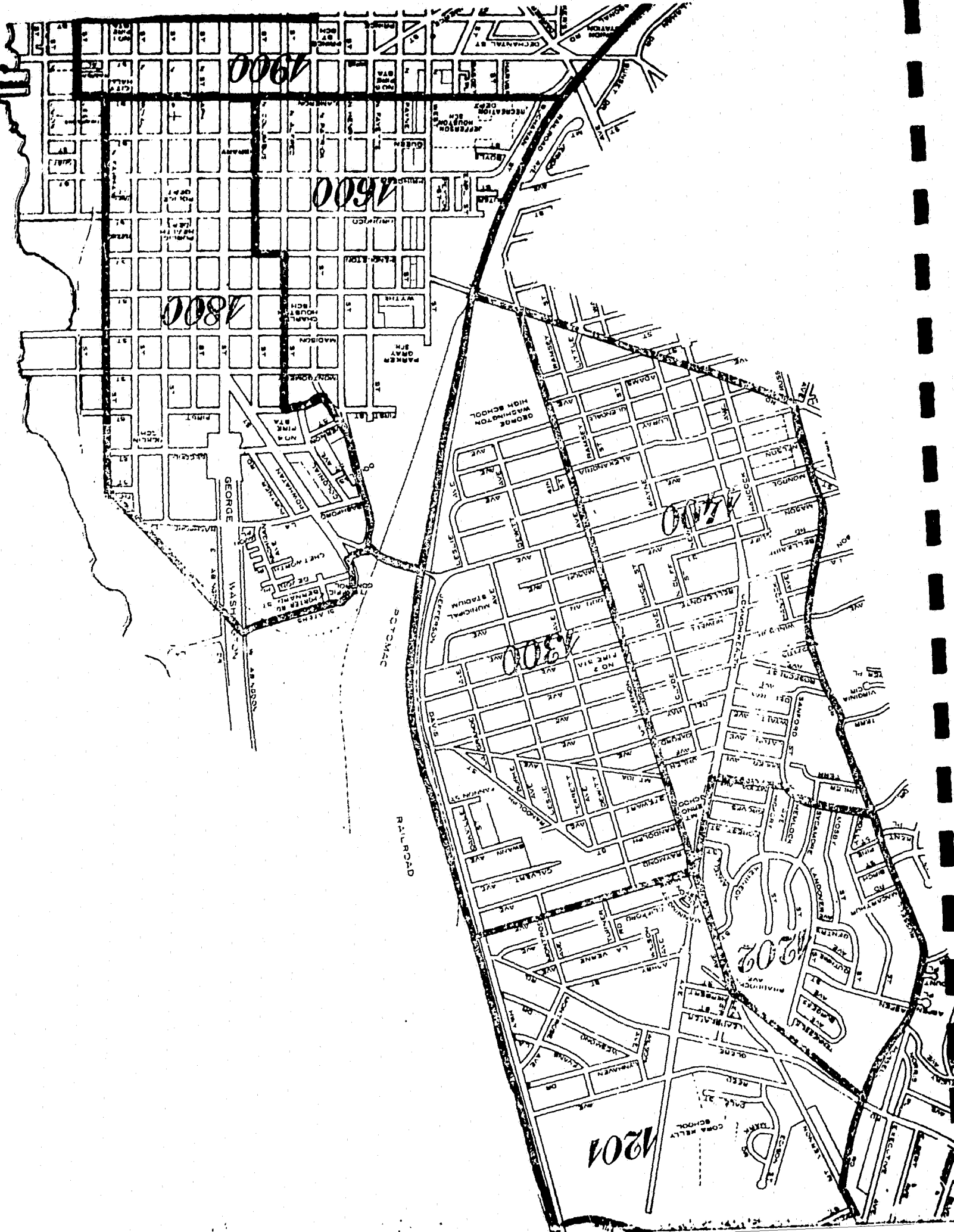
IV. SUMMARY

As this program is specifically designed to control and reduce certain crimes in a certain area, all of the information attached must be adhered to. Modifications, when necessary will be employed.


Clyde Scott, Captain
Uniformed Division Commander

JVS:bae

Attachment



APPENDIX B

APPENDIX B

As part of the Alexandria HIT final evaluation analysis, a questionnaire, prepared by Arthur Young & Company personnel, was distributed to HIT Squad personnel. The dual purpose of this questionnaire was:

- . To gain general knowledge concerning the Alexandria HIT Squad for use in this evaluation analysis
- . To gain comparative knowledge for future comparison with the results of a similar questionnaire prepared by other HIT Squads.

This questionnaire was filled out by all HIT Squad personnel. Some of the results of this questionnaire have been used in the body of this report as supportive data for evaluative observations. This appendix contains a copy of the questionnaire used, with the responses of the group included.

ARTHUR YOUNG & COMPANY

1025 CONNECTICUT AVENUE N W
WASHINGTON D C 20036

VIRGINIA HIT PROGRAM
SPECIAL POLICE UNIT QUESTIONNAIRE

The purpose of this questionnaire is to gather general information concerning the operations, management, training and impact of the HIT project. It is being filled out by all HIT Squad members. These questionnaires will be used in the specific evaluation analysis of this HIT project and in the comparative analysis of all eleven HIT projects.

This questionnaire is anonymous, you need not write your name. Please fill it out as carefully as possible.

1. GENERAL INFORMATION

(1) Please state your rank

 Major
 Captain
 1 Lieutenant
 1 Sergeant
 4 Patrolman and/or Detective
 1 Civilian

(2) Number of years' police experience: 7.3 average years

(3) Years of experience as a:

 5.3 Patrolman
 3.1 Detective
 4 Supervisor
 3 Civilian

(4) What is the highest level of education you have attended?

 Less than high school

 High school graduate

 1 Some College

 2 A.A. Degree

 4 B.A. Degree

(5) Method of selection for the HIT Squad

 1 Volunteer, written request submitted

 1 Volunteer, verbal request submitted

 1 Requested to join by Squad Supervisor(s)

 4 Chosen for Squad, did not volunteer

(6) Why did you join, or what were your reasons for joining, the HIT Squad?

Experience, specific objectives, interest in program

Note: 7 & 8 omitted.

(1) How successful have the tactics used by the HIT Squad been?

 Very successful, a very high clearance and arrest

 7 Moderately successful

 Little effect on the target crime

(2) How have you spent the major portion of your time?

 Patrolling

 Stakeouts

 2½ Investigation

3 3/4 Administration/management

 1 PCR

- (3) How much assistance has the sophisticated equipment (electronic surveillance equipment, etc.) given you in accomplishing your duties?

_____ a great deal (have used it successfully often)

_____ Moderate (have used it successfully a few times)

_____ Of little use (have either not used the equipments at all or with little positive results)

- (4) Have you been as successful as you originally thought you would be?

_____ Much more than originally thought

 3 About what was originally thought

 4 Much less than originally thought

- (5) What have been your most successful tactics, strategies, or operations?

Proactive patrol, saturation patrol, initial PCR
efforts, investigative techniques

- (6) What have been your least successful tactics, strategies, or operations?

Investigations, PCR, prosecutor, relationships within
other units, intelligence information

- (7) What have been the reasons for your success or lack of success?

Less -- Volunteer patrol, public apathy, command

structure, limited resources in coordination

More -- Enthusiasm, training, education

(8) How has the day-to-day cooperation and coordination been with the:

	Excellent	Adequate	Poor
. Detective Bureau	_____	<u>7</u>	_____
. Uniform Patrol	_____	<u>5</u>	<u>1</u>
. Traffic	_____	<u>2</u>	<u>2</u>
. Overall Police Division	_____	<u>6</u>	<u>1</u>

3. MANAGEMENT

(1) How would you typify the supervision of the HIT Squad?

1 Excellent, responsive and effective

6 No better than other police supervision in other units

_____ Not very effective, poor

(2) How is your morale?

1 Extremely high

_____ Better than with previous units

4 Average

2 Lower than average

_____ Extremely poor

(3) What improvements would you recommend in HIT Squad management?

Full-time personnel, stabilized management, lack of interference, more active management interest

4. TRAINING

(1) Did you receive specialized HIT training? yes 4 no 3

(2) How would you typify the specialized training you received for HIT operations?

 Excellent, very comprehensive

 3 Adequate, covered most necessary information

 1 Incomplete, covered some but not all of the information needed

 Inadequate

(3) What was the best element of your training?

Crime prevention training (2), Investigative techniques

(4) What was the worst?

Patrol, investigations, community relations

(5) What further training could you use for HIT operations?

Crime prevention, investigation, intelligence, patrol, transactional analysis

5. IMPACT

(1) Has the target crime been reduced? yes 4 no 1

Stabilized? yes 3 no 1 Increased? yes no 1

(2) Has the overall HIT project been successful? yes 45 no 2
Explain.

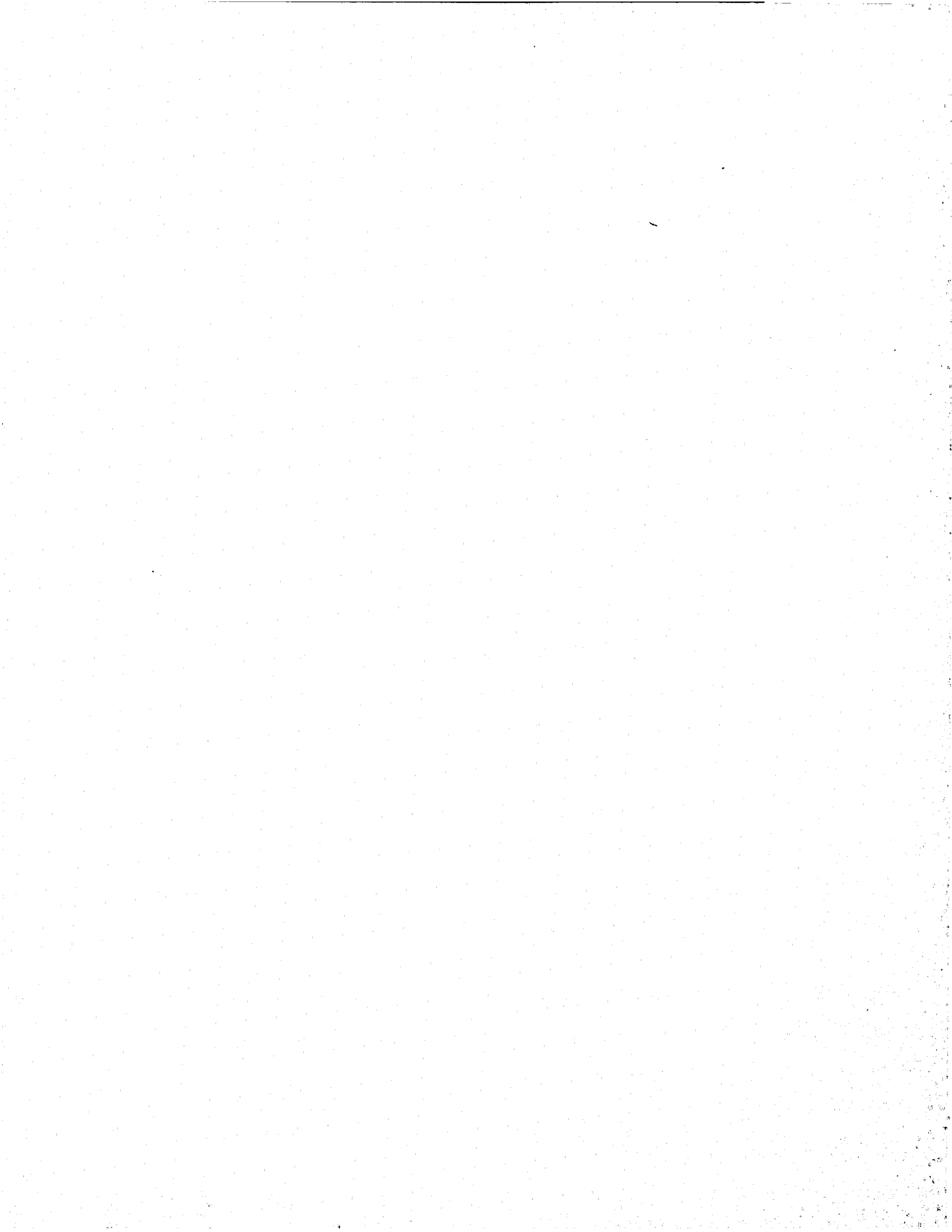
(3) What changes would you make in the overall police department based on the results of the HIT project?

Concentrate efforts citywide, more proactive patrol,
gain citizen awareness, involve entire department

APPENDIX C

APPENDIX C

This final report was prepared on the basis of seven months' data (July 1975/January 1975). Presented in this Appendix is the statistical data from the months of February and March 1975. A slightly improved picture relative to objective achievement existed as of March when compared to year-to-date figures. As of January, however, overall results and evaluative findings are unchanged.



CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

February 1975

Report Number 1

	BURGLARY			ROBBERY			TOTAL CITY
	AREA I	REMAINDER	TOTAL CITY	AREA I	AREA II	REMAINDER	
<u>MONTHLY RESULTS</u>							
This Month	22	197	219	15	15	17	47
This Month a Year Ago	33	138	171	5	8	11	24
Projected This Month	51	171	222	4	5	9	18
Percent Change:							
This Month Over This Month a Year Ago	-33%	+43%	+28%	+200%	+88%	+55%	+96%
This Month Over Projected This Month	-57%	+15%	-01%	+275%	+200%	+89%	+161%
<u>YEAR-TO-DATE RESULTS</u>							
Year-to-Date	280	1,588	1,868	112	154	186	452
Year-to-Date a Year Ago	276	1,291	1,567	69	132	124	325
Projected Year-to-Date	353	1,611	1,964	92	118	144	354
Year-to-Date Over Year- to-Date a Year Ago	+01%	+23%	+19%	+62%	+17%	+50%	+39%
Year-to-Date Over Projected Year-to-Date	-21%	-01%	-05%	+22%	+31%	+29%	+28%

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

February 1975

Report Number 2
 (Month)

<u>MONTHLY RESULTS</u>	<u>BURGLARY</u>			<u>ROBBERY</u>			
	<u>AREA I</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>	<u>AREA I</u>	<u>AREA II</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>
. Number of Offenses	22	197	219	15	15	17	47
. Number of Cases Cleared	2	22	24	N/A	7	8	15
. Number of Persons Arrested On or Near the Scene	1	14	15	0	1	2	3
. Value of Property Stolen	9,186	60,204	69,390	1,303	828	3,055	5,186
. Value of Property Recovered	750	N/A	N/A	0	3	N/A	N/A
 <u>YEAR-TO-DATE RESULTS</u>							
. Number of Offenses	280	1,588	1,868	112	154	186	452
. Number of Cases Cleared	43	151	194	N/A	30	60	90
. Number of Persons Arrested On or Near the Scene	10	68	78	6	9	16	31
. Value of Property Stolen	68,332	519,499	587,831	12,286	39,580	71,690	123,556
. Value of Property Recovered	7,224	N/A	N/A	252	6,412	N/A	N/A

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

February 1975

Report Number 3

	MONTHLY RESULTS		YEAR-TO-DATE RESULTS	
	<u>AREA I</u>	<u>AREA II</u>	<u>AREA I</u>	<u>AREA II</u>
. Cases Investigated	25	20	262	171
. Average Caseload/ Investigator	8.3	6.7	10.9	7.1
. Adult Cases Considered				
- District Court	1	0	7	5
- Grand Jury Directly	0	0	1	8
. Adult Cases Dismissed				
- Grand Jury (No True Bill)	0	0	0	0
- District Court (Preliminary Hearing)	0	0	1	0
- Discretion of Prosecutor	0	0	1	0
. Cases Plea Bargained in District or Circuit Court	0	0	4	0
. Cases Considered in Circuit Court	0	1	2	4

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

February 1975

Report Number 4

	MONTHLY RESULTS				YEAR-TO-DATE RESULTS			
	AREA I	AREA II	REMAINDER	TOTAL CITY	AREA I	AREA II	REMAINDER	TOTAL CITY
. Percent Increase in Patrol Time	5%	32%	N/A	N/A	26%	29%	N/A	N/A
. Number of P/C Contracts								
- Residential	43	38	0	81	828	65	39	932
- Non-Residential	0	0	40	40	313	207	387	907
. Number of P/C Meetings	4	5	34	43	33	15	215	263
. Average Attendance at P/C Meetings	19	13	56	48	22	16	85	74
. Number of Requests for Security Inspections								
- Residential	4	9	0	13	18	12	2	32
- Non-Residential	1	0	0	1	10	11	1	22
. Number of P/C Groups Formed	0	0	0	0	0	0	1	1
. Number of Pamphlets Distributed	51	113	961	1,125	5,240	2,349	9,814	17,403
. Number of News Releases	0	0	0	0	6	3	11	20

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

Report Number 1

March 1975

<u>MONTHLY RESULTS</u>	<u>BURGLARY</u>			<u>ROBBERY</u>			
	<u>AREA I</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>	<u>AREA I</u>	<u>AREA II</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>
This Month	28	134	162	3	5	16	25
This Month a Year Ago	18	131	149	13	16	12	41
Projected This Month	14	144	158	39	19	14	72
Percent Change:							
. This Month Over This Month a Year Ago	-56%	+02%	+09%	-77%	-69%	+33%	-41%
. This Month Over Projected This Month	-100%	-07%	+03%	-92%	-74%	+14%	-67%
 <u>YEAR-TO-DATE RESULTS</u>							
Year-to-Date	302	1,722	2,030	115	159	202	476
Year-to-Date a Year Ago	294	1,422	1,716	82	148	136	366
Projected Year-to-Date	367	1,755	2,122	131	137	158	426
Percent Change:							
. Year-to-Date Over Year-to-Date a Year Ago	+05%	+21%	+18%	+40%	+07%	+49%	+30%
. Year-to-Date Over Projected Year-to-Date	-16%	-02%	-04%	-12%	+16%	+28%	+12%

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

March 1975

Report Number 2
(Month)

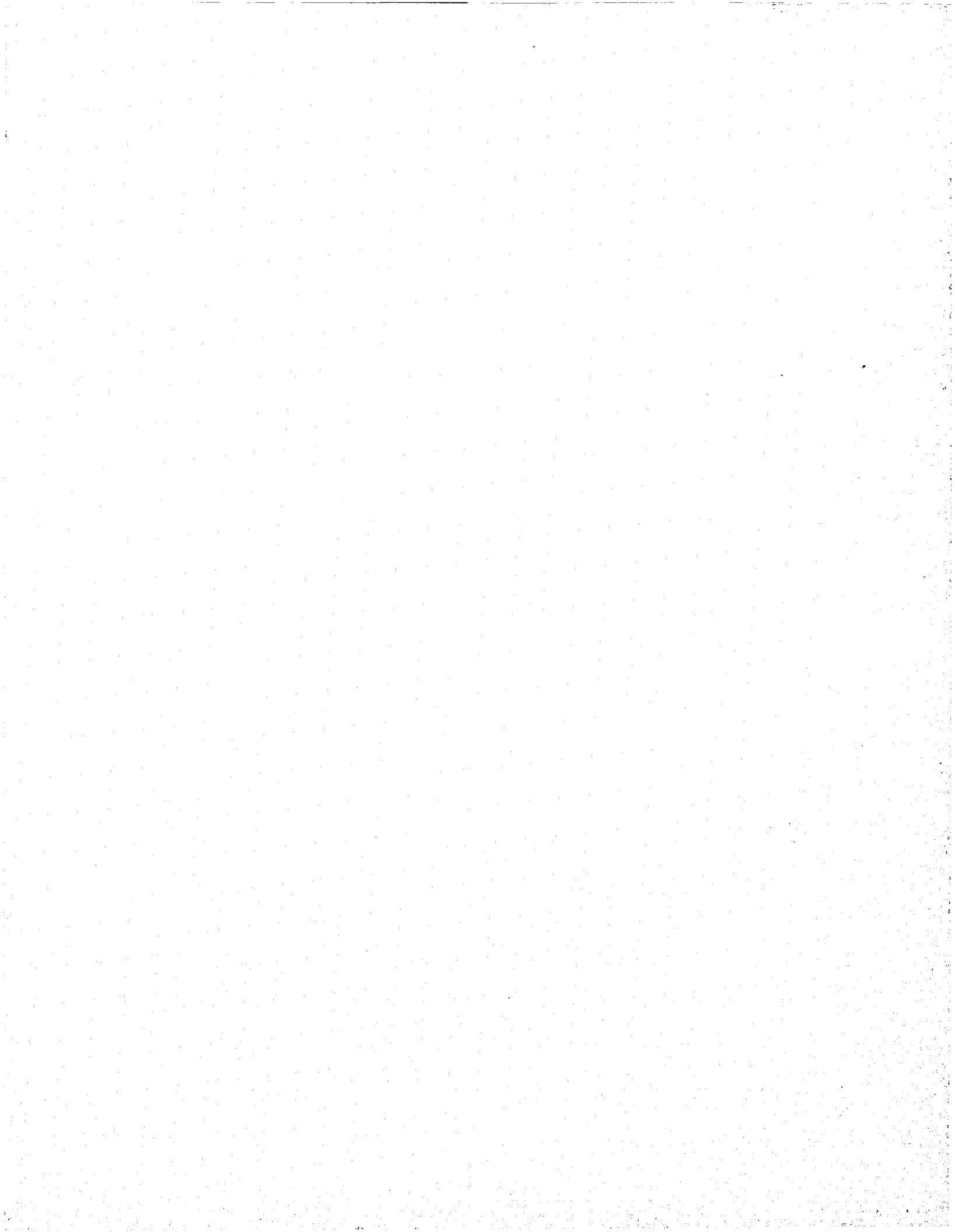
<u>MONTHLY RESULTS</u>	<u>BURGLARY</u>			<u>ROBBERY</u>			
	<u>AREA I</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>	<u>AREA I</u>	<u>AREA II</u>	<u>REMAINDER</u>	<u>TOTAL CITY</u>
. Number of Offenses	28	134	162	3	5	16	24
. Number of Cases Cleared	3	11	14	N/A	1	10	11
. Number of Persons Arrested On or Near the Scene	1	10	11	0	0	4	4
. Value of Property Stolen	8,003	39,944	47,947	107	1,054	1,226	2,387
. Value of Property Recovered	307	N/A	N/A	0	0	N/A	N/A
 <u>YEAR-TO-DATE RESULTS</u>							
. Number of Offenses	308	1,722	2,030	115	159	202	476
. Number of Cases Cleared	46	162	208	N/A	31	70	101
. Number of Persons Arrested On or Near the Scene	11	78	89	6	9	20	35
. Value of Property Stolen	76,335	559,443	635,778	12,393	40,634	72,916	125,943
. Value of Property Recovered	7,531	N/A	N/A	252	6,412	N/A	N/A

CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

March 1975

Report Number 3

	<u>MONTHLY RESULTS</u>		<u>YEAR-TO-DATE RESULTS</u>	
	<u>AREA I</u>	<u>AREA II</u>	<u>AREA I</u>	<u>AREA II</u>
. Case Investigated	34	13	296	184
. Average Caseload/ Investigator	11.3	4.3	11	6.8
. Adult Cases Considered				
- District Court	0	1	7	6
- Grand Jury Directly	2	1	3	9
. Adult Cases Dismissed				
- Grand Jury (No True Bill)	0	0	0	0
- District Court (Preliminary Hearing)	0	0	1	0
- Discretion of Prosecutor	0	0	1	0
. Cases Plea Bargained in District or Circuit Court	0	0	4	0
. Cases Considered in Circuit Court	0	0	2	4



CITY OF ALEXANDRIA
HIT MONTHLY EVALUATION

March 1975

Report Number 4

	MONTHLY RESULTS				YEAR-TO-DATE RESULTS			
	AREA I	AREA II	REMAINDER	TOTAL CITY	AREA I	AREA II	REMAINDER	TOTAL CITY
. Percent Increase in Patrol Time	14%	14%	N/A	N/A	24%	27%	N/A	N/A
. Number of P/C Contacts								
- Residential	85	23	3	111	913	88	42	1,043
- Non-Residential	60	38	57	155	373	245	444	1,062
. Number of P/C Meetings	2	1	29	32	35	16	244	295
. Average Attendance at P/C Meetings	25	4	74	69	22	14	84	73
. Number of Requests for Security Inspections								
- Residential	1	2	4	7	19	14	6	39
- Non-Residential	0	0	0	0	10	11	1	22
. Number of P/C Groups Formed	0	0	1	1	0	0	2	2
. Number of Pamphlets Distributed	175	80	1,120	1,375	5,415	2,429	10,934	18,778
. Number of News Releases	3	0	0	0	9	3	11	23



END