



DEPARTMENT OF POLICE
CITY OF ROANOKE, VIRGINIA

HIGH INCIDENCE TARGET PROJECT FINAL EVALUATION REPORT

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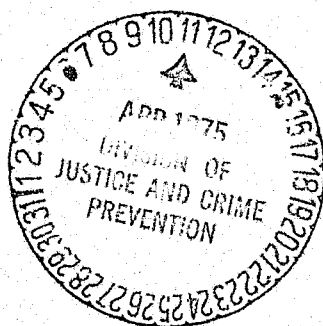
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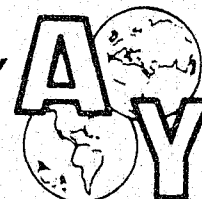
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ACQUISITIONS



MARCH 21, 1975

ARTHUR YOUNG & COMPANY



ARTHUR YOUNG & COMPANY

1025 CONNECTICUT AVENUE, N. W.
WASHINGTON, D. C. 20036
(202) 785-4747

March 21, 1975

Mr. M. David Hooper
Chief of Police
Municipal Building
Roanoke, Virginia 24011

Dear Chief Hooper:

Arthur Young & Company is pleased to transmit this final evaluation report of the Roanoke High Incidence Target (HIT) Project. As you know, this evaluation report is part of the overall evaluation of the Virginia HIT program being conducted by Arthur Young & Company under the direction of the Virginia Division of Justice and Crime Prevention (DJCP). Although our client for this evaluation has been the DJCP, we have attempted to also interact with you and members of your department in a consultant/client relationship. For that reason, our objective in producing this report is not only to report on our evaluative findings, but also to offer specific recommendations designed to improve the future effectiveness of the Roanoke HIT project.

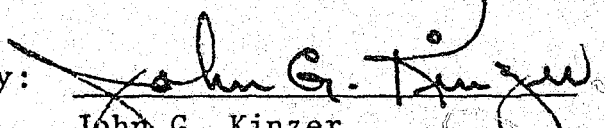
We wish to thank you, Mr. Hewitt, Lt. Bower, and other members of the Roanoke Police Department for the excellent assistance and cooperation we have received during this project.

If you have any questions concerning the content of this report, please do not hesitate to contact either John Smock or myself at (202) 785-4747.

Yours very truly,

ARTHUR YOUNG & COMPANY

by:


John G. Kinzer
City of Roanoke HIT Project Director
Co-Director, Criminal Justice
and Public Safety Services

by:

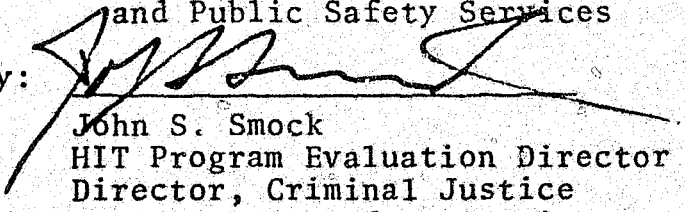

John S. Smock
HIT Program Evaluation Director
Director, Criminal Justice
and Public Safety Services

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I. INTRODUCTION

I. INTRODUCTION

This report presents a comprehensive evaluation of the Roanoke High Incidence Target (HIT) project after its first eight months of operations. The Roanoke project is part of the overall HIT Program developed by the Virginia Division of Justice and Crime Prevention (DJCP) to concentrate law enforcement resources in order to bring about a significant reduction in specific target crimes over a short period of time.

This Statewide program has been designed and implemented in two phases. HIT Phase I was developed for the three most populous metropolitan locations in the Commonwealth -- Fairfax County, Norfolk City and Richmond City. The Roanoke project is part of HIT Phase II, which was developed for those Virginia cities and counties with a population of 50,000 to 200,000. The localities chosen for HIT Phase II, including the City of Roanoke, and the specific crimes they intended to address are shown in the following table:

<u>City/County</u>	<u>Target Crime(s)</u>
Alexandria City	Burglary/Robbery
Arlington County	Burglary
Hampton City	Burglary
Henrico County	Burglary/Robbery
Newport News City	Burglary
Portsmouth City	Burglary
Roanoke City	Burglary
Virginia Beach City	Burglary

The evaluation of the Roanoke HIT project is an integral part of the evaluation of the overall HIT Phase II Program. Each of the other seven projects will also be evaluated, as will the impact and results of the overall program. Arthur Young & Company is responsible for the entire evaluation component. The objectives of this overall evaluation are as follows:

Determination of the relative success and effectiveness of each HIT Phase II project and the determination of the effectiveness of individual elements of each project.

- . Determination of cost effectiveness of results obtained for each of the projects and the individual elements of each project.
- . Development of improved procedures in each police department in terms of data collection and presentation for further crime specific analysis.
- . Effective comparison of the results of HIT Phase I and HIT Phase II.
- . Development of recommendations and guidelines for future crime specific planning and implementation by the DJCP.

The remainder of this document is devoted to describing the results of evaluating the Roanoke HIT II project; the report is organized in the following manner:

- . Management summary of overall project achievement and recommendations for future operations.
- . Description of the Roanoke HIT project.
- . Methodology used to evaluate the project.
- . Evaluation findings and recommendations regarding:
 - Tactical elements/project equipment
 - Public information elements
 - Planning and support elements
- . Survey results of HIT project personnel.

II. MANAGEMENT SUMMARY

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This section of the report presents an overall assessment of achievement of the Roanoke HIT project and sets forth major recommendations regarding future project operations. The basis for evaluative findings and recommendations are described in detail throughout other sections of this report.

1. ASSESSMENT OF OVERALL PROJECT ACHIEVEMENT

The degree to which the Roanoke HIT project has (or has not) been a success was determined through a detailed analysis of its major components (tactical elements, public information elements, and planning and support elements) and their impact on overall project results and attainment of objectives.

The major objective of the HIT project was "to reduce the overall incidence of burglaries within the city during a given year by 15% over the preceding twelve month period". Although the project has not been operational for a full year, statistics for the first eight months of operations (see Exhibit I) indicate the following:

- . Commercial burglary has increased 42.6%
- . Residential burglary has increased 65.6%
- . Total burglary has increased 54.3%

Based on these statistics, the overall project objective is not being achieved nor is it expected to be achieved by the end of the first year of project operations. Consequently, the project has not been successful in terms of its originally stated objective.

Roanoke HIT Project:
Comparative Burglary Statistics
(Project-To-Date)

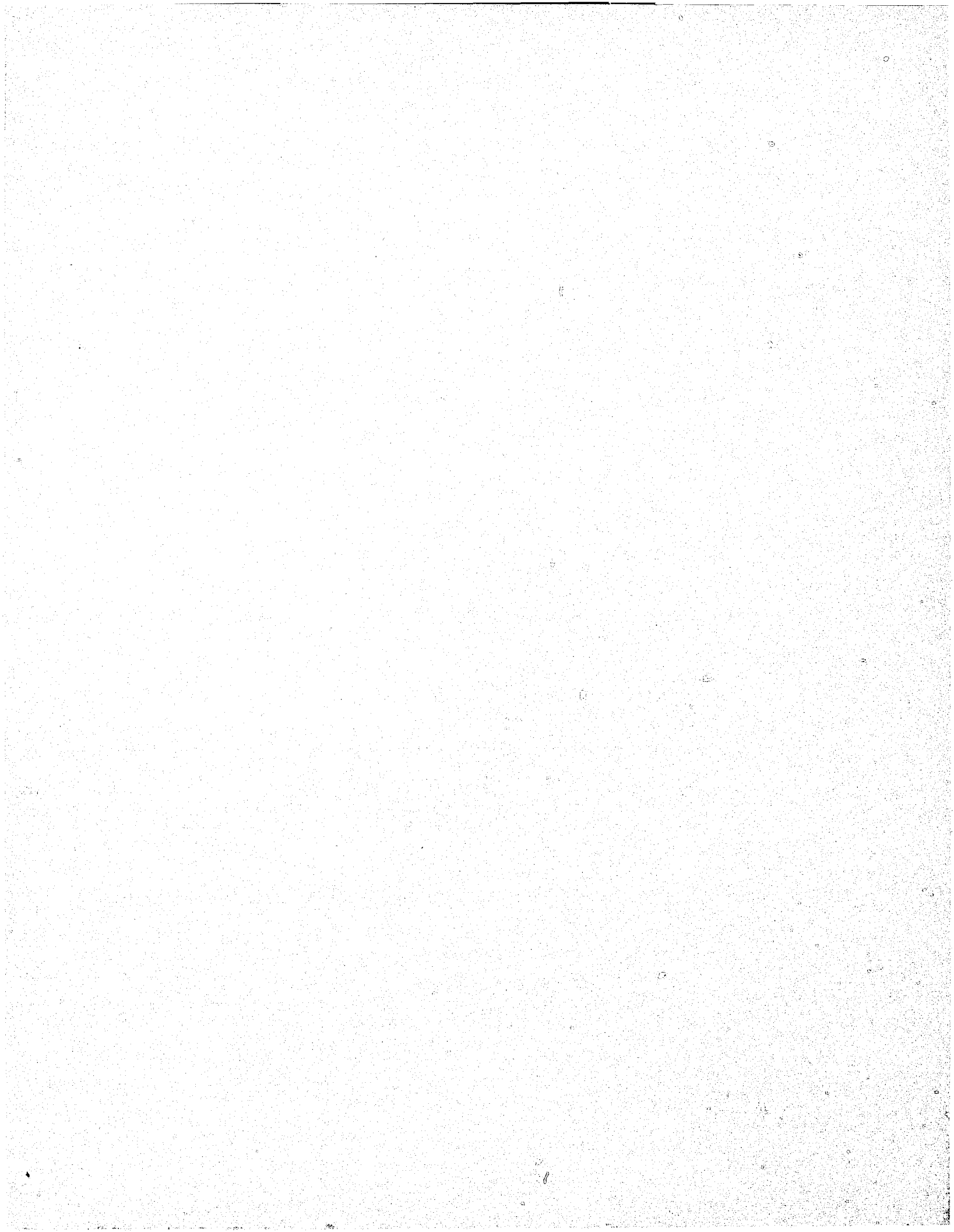
	<u>Jun. 1973-Jan.1974</u>	<u>Jun.1974-Jan.1975</u>	<u>Percent Change</u>
• Incidence			
- Residential Burglary	509	843	+65.6%
- Commercial Burglary	495	706	+42.6%
- Total Burglary	1,004	1,549	+54.3%
- Attempts	9.7%	9.7%	0.0%
• Cases Cleared by Arrest			
- Adult	7.2%	9.3%	+ 2.1%
- Juvenile	4.7%	5.0%	+ .3%
- Total	11.9%	14.3%	+ 2.4%

Exhibit II depicts the incidence and percent change in burglary over the seven year period from 1968 through 1974. As can be seen, the incidence of burglary was relatively stable from 1968 through 1973. However, from 1973 to 1974 burglary increased by 44%. Therefore, the project's objective, formulated in 1973, appeared reasonable at that time.

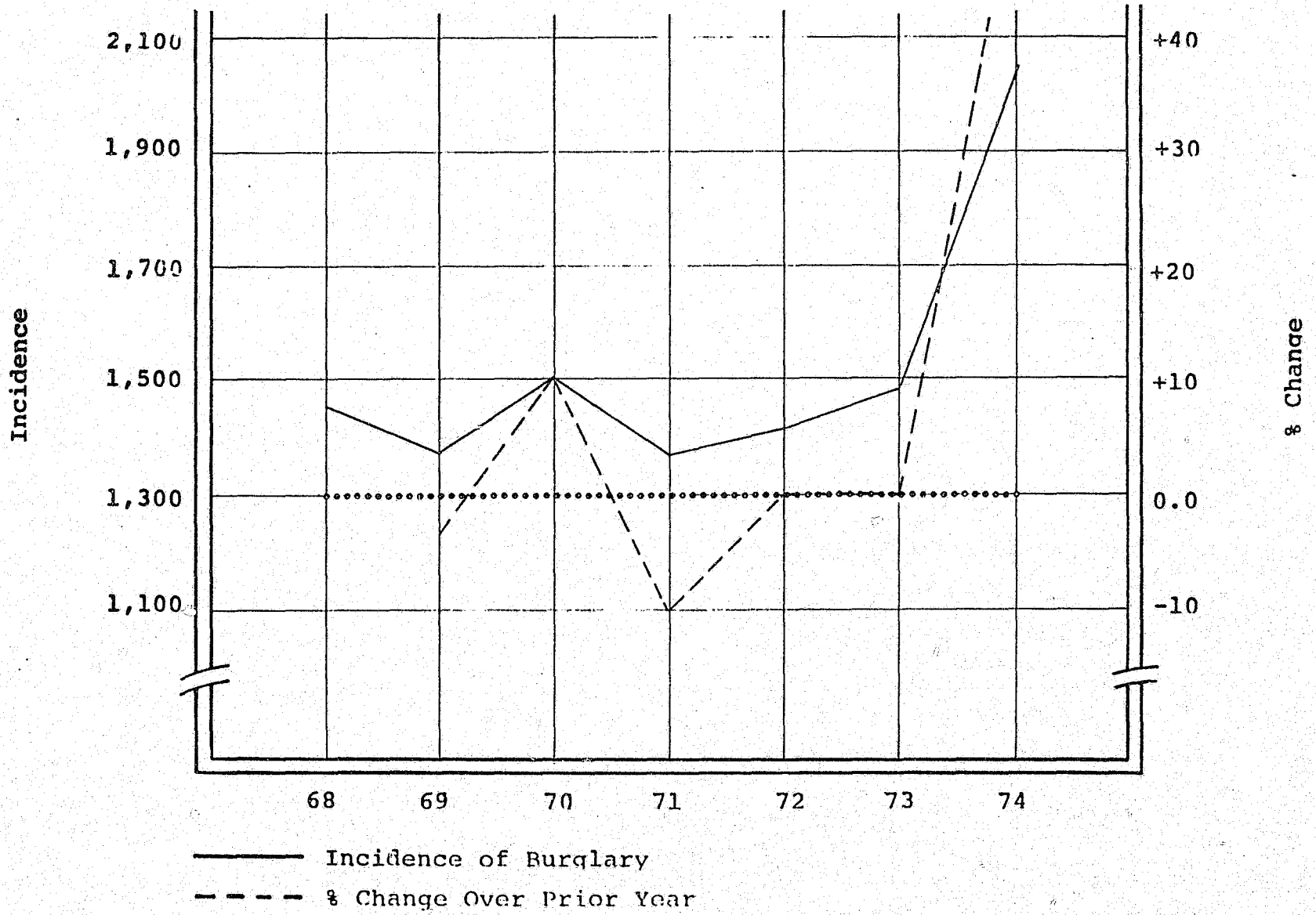
It has been noted (see Section on Evaluation Methodology) that an anti-crime program such as Roanoke's which involves police/community cooperation, public education, frequent media announcements and mass distribution of literature may cause an increase in "reported crime" rather than an increase in actual crimes. One indicator of this anomaly is an increase in the number of "attempted burglaries" reported to police. From June 1974 through January 1975 (the project period evaluated), attempted burglaries accounted for 9.7% of all reported burglaries. During the comparable period of June 1973 through January 1974, attempted burglaries accounted for 9.7% of all reported burglaries. Consequently, on this basis, one might conclude that the public education activities of the Roanoke HIT project did not cause an increase in the number of reported burglaries. (See Exhibit III for statistical data.)

On the other hand, there have been a number of positive accomplishments which can be attributable to HIT Squad operations:

- . The HIT Squad was instrumental in making 218 arrests.
- . Of the 221 burglary cases cleared from June 1974 through January 1975, the HIT Squad was instrumental in 46% of the clearances.
- . The overall burglary clearance rate has increased from 11.9% to 14.3%.
- . The HIT project has resulted in a comprehensive public education campaign that has exposed a vast number of city and county residents to various methods of combatting residential and commercial burglary.



Roanoke HIT Project:
Incidence and % Change in
Burglary Over 7 Year Period
(1968-1974)



Roanoke HIT Project:Burglary Statistics(January 1973-January 1975)

Month and Year	Incidence Of Burqlary				Cases Cleared By Arrest		Percent Clearance Rate
	Total	Resid.	Commer.	Attempts	Total	Juvenile	
1973							
Jan.	91	44	47	16	10	3	11.0
Feb.	114	54	60	15	12	6	10.5
Mar.	145	67	78	13	14	9	9.7
Apr.	111	50	61	14	9	5	8.1
May	95	40	55	11	14	6	14.7
Jun.	101	40	61	11	11	3	10.9
Jul.	108	47	61	8	8	5	7.4
Aug.	120	67	53	11	21	7	17.5
Sep.	113	60	53	7	28	14	24.8
Oct.	135	58	77	15	17	9	12.6
Nov.	137	69	68	18	12	3	8.8
Dec.	137	78	59	15	11	2	8.0
Total	1407	674	733	154	167	72	11.9
1974							
Jan.	153	90	63	12	11	4	7.2
Feb.	142	88	54	10	10	2	7.0
Mar.	176	90	86	20	27	20	15.3
Apr.	157	84	73	23	32	8	20.4
May	144	70	74	13	16	7	11.1
Jun.	177	75	102	17	13	5	7.3
Jul.	176	98	78	10	20	9	11.4
Aug.	202	125	77	29	26	13	12.9
Sep.	159	85	74	10	19	8	11.9
Oct.	141	78	63	14	45	6	31.9
Nov.	190	106	84	17	25	7	13.2
Dec.	215	126	89	28	20	6	9.3
Total	2032	1115	917	203	264	95	13.0
1975							
Jan.	289	150	139	25	53	24	18.3

Source: Uniform Crime Reports; return A.

Given the above positive project accomplishments, the fact still remains that the Roanoke HIT II project has not been successful in reducing the incidence of burglary.

2. RECOMMENDATIONS

It is believed that the effectiveness of the HIT II project can be significantly improved through the implementation of several major recommendations. These recommendations center on refining existing project activities and expanding the scope and resources of the project to encompass major law enforcement functions in the following areas:

- . Burglary prevention
- . Intelligence
- . Detection and apprehension
- . Investigation

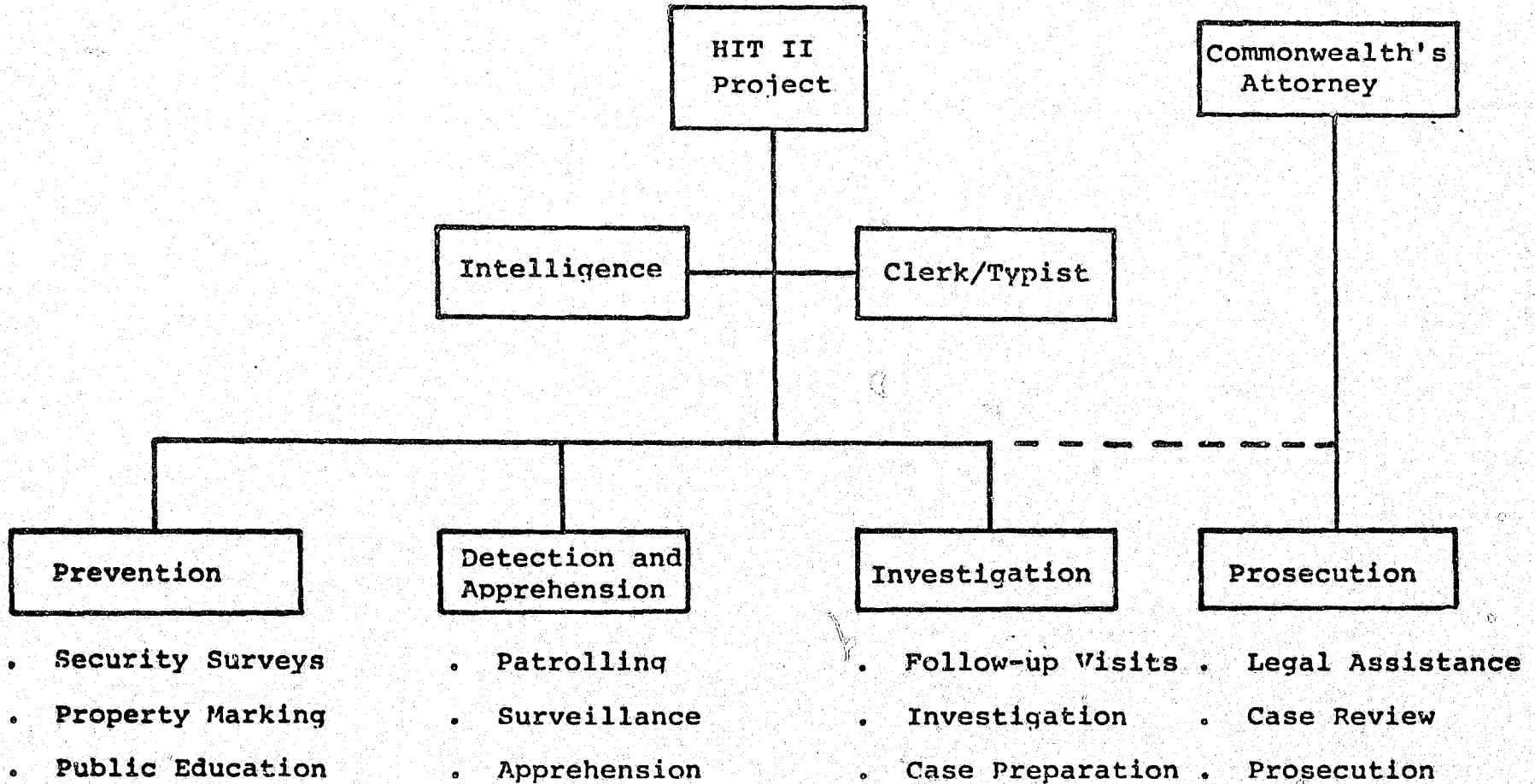
In addition, it is recommended that the position of special prosecutor be established within the office of the Commonwealth's Attorney to provide the HIT Squad with legal advice; this individual would also prosecute only burglary cases.

Exhibit IV, on the following page, presents the recommended functional organizational chart for the Roanoke HIT II project. The major functions and corresponding activities are as follows:

- . Burglary Prevention
 - Security Surveys
 - Property Marking
 - Public Education
- . Intelligence
 - Collection
 - Analysis

Roanoke HIT Project:

Recommended Functional Organization Chart



- Dissemination

- . Detection and Apprehension

- Patrolling
- Surveillance
- Apprehension

- . Investigation

- Follow-up visits to burglary victims
- Investigation
- Case Preparation

- . Prosecution

- Legal Advice to HIT Squad
- Case Review/Preparation
- Aggressive Prosecution

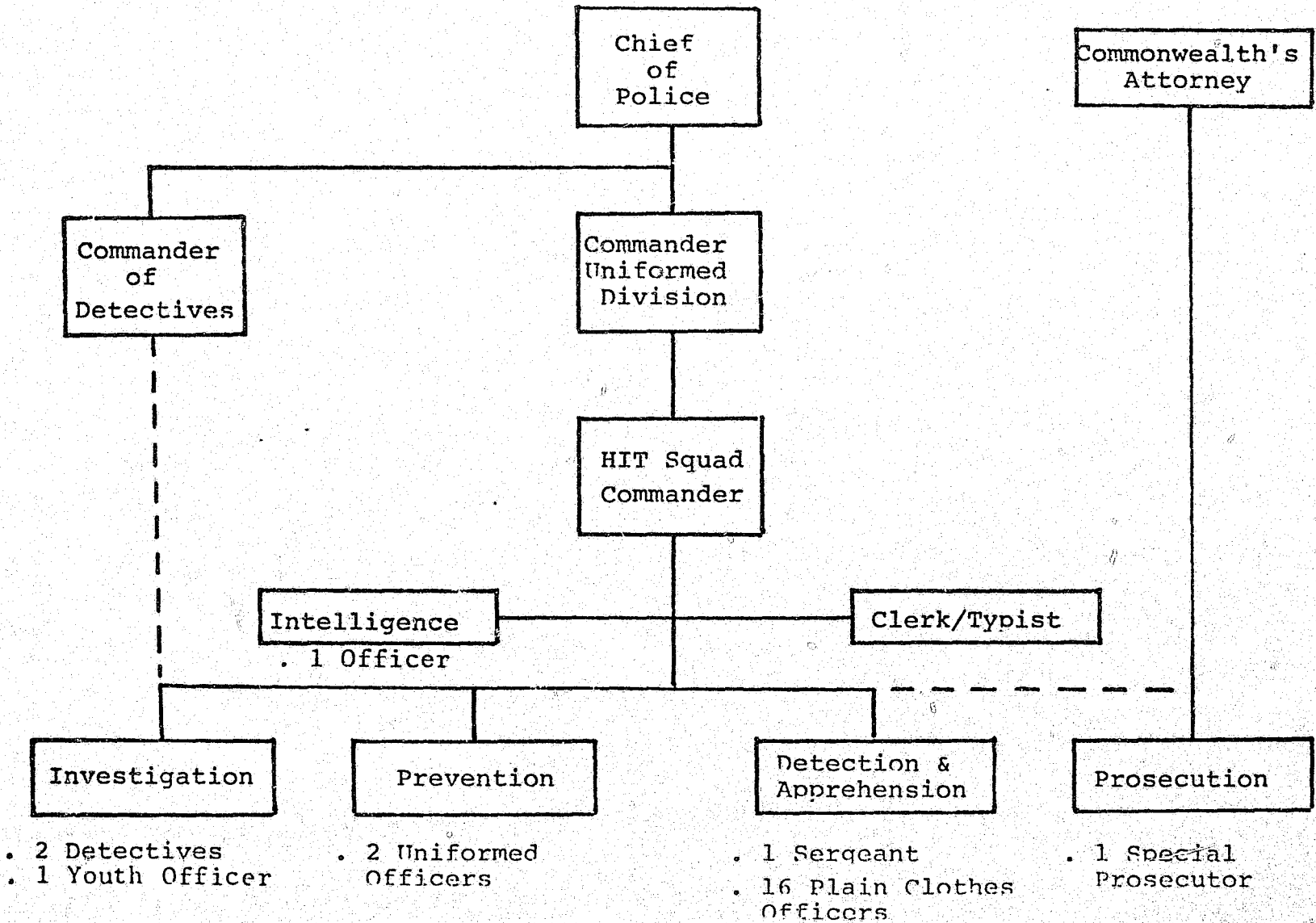
In order to adequately staff the recommended organization chart, thirteen additional members* would have to be added to the HIT Squad; and the position of special prosecutor established within the Office of the Commonwealth's Attorney. This would bring the total strength of the unit to 25 personnel -- 24 sworn officers and one (1) civilian clerk/typist. Exhibits V and VI, on the following pages, present the functional organization chart and recommended staff for the HIT Squad including creating the position of special prosecutor within the Office of the Commonwealth's Attorney. Suggested changes are described in more detail in the following paragraphs.

* The rationale for adding thirteen officers to the HIT Squad is presented in the remainder of this section.



Roanoke HIT Project:

Recommended Organization Chart and Staffing



ROANOKE HIT PROJECT:
CURRENT AND RECOMMENDED STAFF

<u>Current Staff</u>	<u>Number</u>	
. Lieutenants	1	
. Sergeants	1	
. HIT Officers	9	
. Civilians	<u>1</u>	12
<u>Recommended Additional Staff</u>		
. Detectives	2	
. Youth Officers	1	
. HIT Officers	<u>10</u>	<u>13</u>
TOTAL RECOMMENDED STAFF FOR HIT SQUAD		<u>25</u>
PLUS THE ASSISTANCE OF 1 SPECIAL PROSECUTOR WITHIN THE OFFICE OF THE COMMONWEALTH'S ATTORNEY		

(1) Burglary Prevention

Thus far the HIT Squad has invested a significant amount of time and funds in the development and implementation of a public education campaign. In addition, the public has responded favorably to available services which have resulted in improved police/community cooperation.

Therefore, it is recommended that this function be continued and that two (2) uniformed officers be assigned the sole, full-time responsibilities associated with the public education component of the project. In essence they would be responsible for the prevention aspects of the project through:

- . Conducting security surveys
- . Carrying out property marking activities
- . Speaking at community meetings
- . Displaying locking devices
- . Showing crime prevention films, and
- . Distributing anti-burglary literature.

(2) Intelligence

It is recommended that the vacated position of systems analyst be filled by an intelligence officer. The responsibilities of this individual would involve:

- . Review of current burglary offense reports
- . Coordination of informant contacts
- . Accounting and control of funds given to informants
- . Gathering, analyzing and disseminating of intelligence data from HIT officers, detectives, youth officers and informants

- . Identification and coordination of surveillance of fencing activities
- . Development of a Modus operandi (M.O.) file
- . Formal intelligence briefing of all HIT Squad members on a regular basis
- . Dissemination of intelligence data to other departmental units
- . Advising and assisting the HIT Commander on tactical decisions regarding high incident areas, stake-outs, surveillance of fences, etc.

(3) Detection and Apprehension

Recommendations regarding the detection and apprehension functions of the HIT Squad involve: (1) acquisition of additional men (at the present time the HIT Squad is significantly understaffed), (2) purchase or lease of less conspicuous vehicles, (3) emphasis on stake-outs versus mobile surveillance, and (4) additional training. Detailed recommendations are provided in Sections V-5 and VIII-2 of this report, and consequently, will not be repeated here.

(4) Investigation

At the present time, the Roanoke HIT project has no detectives or youth officers assigned to the HIT Squad. In fact, the entire Detective Division of the Roanoke Police Department has only six (6) officers assigned to investigate burglaries. The current organization and staffing of the Detective Division is depicted in Exhibit VII, on the following page.

The following statistics apply to the burglary squad:

- . The average investigative experience of the five (5) detectives (excluding the sergeant) is 2.3 years

ROANOKE HIT PROJECT: ORGANIZATION CHART AND STAFFING OF THE DETECTIVE DIVISION

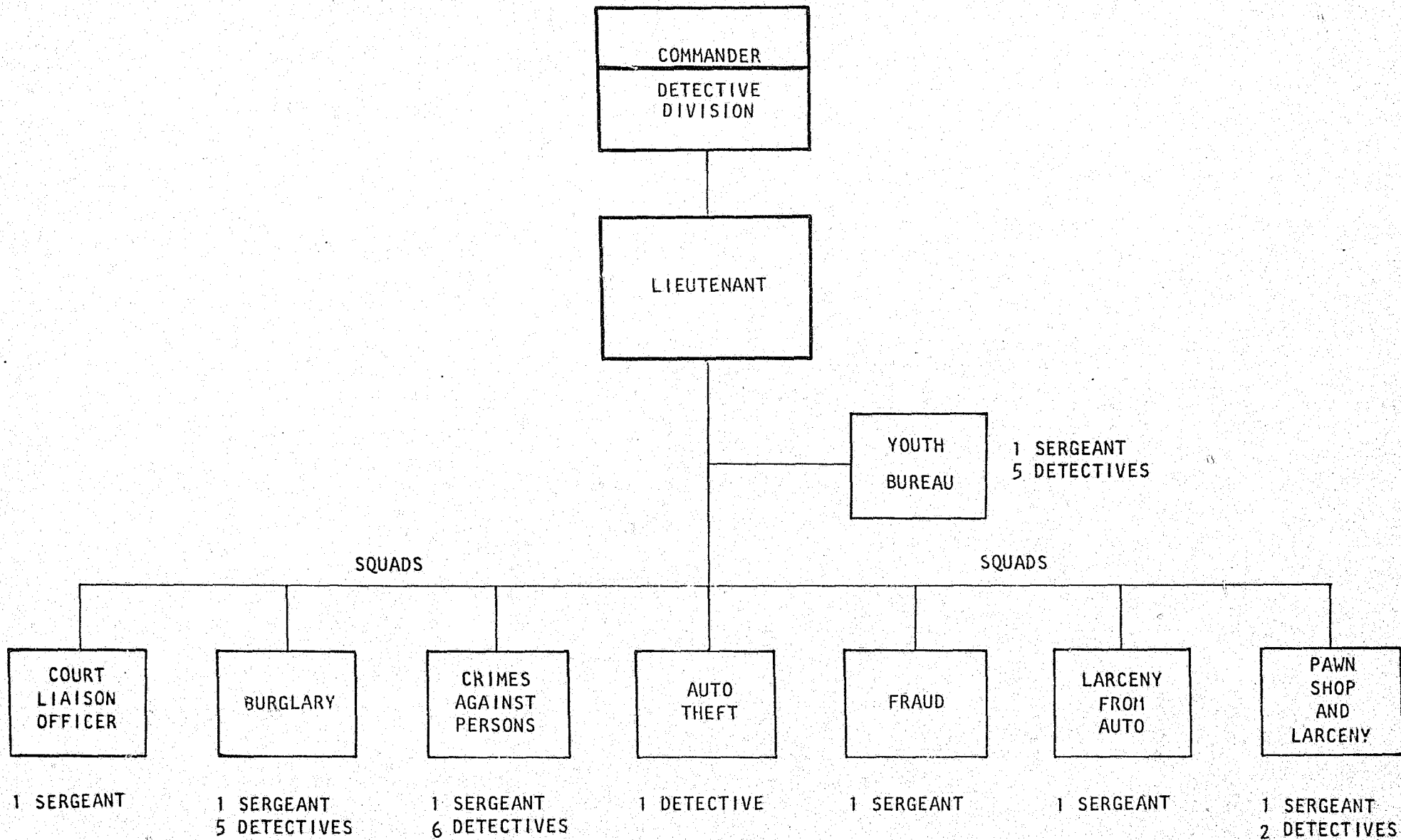


EXHIBIT A-11

- . The average caseload, based on the number of burglaries reported in 1974, is 339 cases per man.
- . The burglary clearance rate for 1974 was 13% -- the national average for 1973 was approximately 20%.
- . The time required to follow-up a burglary case ranges from 1 to 14 days (all cases are not followed up, however).
- . Follow-up time is a function of current caseload, scheduled court time, magnitude of the value of property stolen and leads.
- . The burglary squad works only daylight hours, i.e., 8:00 a.m. to 5:00 p.m.

Based on the above statistics, the following observations are set forth:

- . The burglary squad appears to be grossly understaffed when compared with caseload statistics.
- . The average investigative experience of the five (5) detectives is relatively low.
- . Their caseload is extremely high.
- . The range of time required to perform a follow-up investigation is far too long.
- . The overall clearance rate is 35% below the national average.

Since the HIT Squad was established as a special burglary unit, it is recommended that two (2) detectives and one (1) youth officer be added to the unit for the following reasons:

- . Two-thirds of burglary cases cleared involve adults and one-third involves juveniles.
- . The effectiveness of the HIT Squad should be enhanced through the addition of an investigative capability.
- . The youth officer would investigate only those cases involving the arrest of a juvenile for target area burglaries and in addition, he would perform other duties relating to youth officers such as handling habitual truants in the target areas.

The two (2) detectives would perform immediate follow-up investigations of all burglaries occurring in the target areas. One (1) would be assigned to the day shift and the other assigned to the evening shift resulting in sixteen (16) hours of investigative coverage. In addition, they would also perform the follow-up visits to neighbors of burglary victims which are now being carried out by current members of the HIT Squad.

(5) Prosecution

The Roanoke HIT Squad has just completed a study of the case disposition of adults arrested for burglary. The results of that study revealed that during the months of January 1974 through January 1975, 116 adults were arrested for burglary. Of those arrested, a final disposition could be determined for 63 of the cases. Consequently, the sample size of the adult burglary arrestees was 54% (see Exhibit VIII).

Based on the study sample size and the resultant case dispositions (see Exhibit IX), one can expect (or it is probable that) the following case disposition statistics will apply to every 100 adults arrested for burglary:

<u>Disposition</u>	<u>Number</u>
Nolle Prosequi	22
Reduced to Misdemeanor	16
No True Bill	2
Dismissed	6
Not Guilty	1
Suspended Sentence	7
Probation/Jail	28
State Incarceration for More Than One Year	18
TOTAL	<u>100</u>

Roanoke HIT Project:
Adult Burglary Case Disposition Study;
Sample Size

.	Total Number of Adults Arrested for Burglary (1/1/74 to 2/6/75)	116
.	Cases Available for Study	95
.	Less Cases:	
	- Pending	29
	- Taken Under Advisement	1
	- Mental Competency Determination	<u>2</u>
	Total	32
.	Number of Cases in which Final Disposition Could be Determined	63
.	Same Size (63/116)	54%

Roanoke HIT Project:
Adult Burglary Case Disposition Study;
Actual Statistics

<u>Agency/Organization</u>	<u>Action Taken</u>	<u>Number</u>
. Police	Adult B. & E. Arrests (54%)	63
. Commonwealth's Attorney	Cases Nolle Prosequi	14
. Magistrate, General District Court or Circuit Court	Cases Reduced to a Misdemeanor	10
. Grand Jury	No True Bill	1
. General District Court or Circuit Court	Cases Dismissed	4
. Circuit Court	Not Guilty Verdict	1
. Circuit Court	Convicted as Charged:	33
	. Awaiting Sentence	8
	. Suspended Sentence	3
	. Minor Sentence (Jail or Probation)	13
	. State Penitentiary	9

Based on the above probabilities, 68% of the adults charged with statutory burglary will not be incarcerated, that is, their cases will not be prosecuted or they will result in dismissal, suspension, etc. Consequently, it is recommended that a special prosecutor be assigned to the Office of the Commonwealth's Attorney to aggressively prosecute only burglary cases and to provide legal assistance to the HIT Squad regarding case preparation, collection of evidence, matters pertaining to search warrants, general burglary law, witness statements, etc. It is believed that the special prosecutor working closely with the HIT Squad will also result in a reduction of recidivism among burglary felons.

III. DESCRIPTION OF THE ROANOKE HIT PROJECT

III. DESCRIPTION OF THE ROANOKE HIT PROJECT

The City of Roanoke is participating in the overall High Incidence Target (HIT) Program developed by the Virginia Division of Justice and Crime Prevention. The purpose of the program is to concentrate law enforcement resources in a given area in order to bring about a significant reduction in specific target crimes over a relatively short period of time.

The purpose of this section is to review the Roanoke project in terms of its background history and objectives, strategy and tactics, organization and staffing, personnel changes, project equipment, personnel training and schedule of operations.

1. BACKGROUND AND OBJECTIVES

As a part of project planning, various offense statistics were compiled over a number of years and analyzed to identify significant crimes that would be amenable to reduction through a concentrated law enforcement effort. Analysis of data revealed the following facts:

Over the years of 1968 through 1973, the City of Roanoke had experienced a significant number of burglaries. A compilation of burglary statistics indicated that the incidence of this offense had been consistently high as shown in the following table.

<u>Year</u>	<u>Number of Burglaries</u>
1968	1,436
1969	1,379
1970	1,522
1971	1,397
1972	1,404
First 10 Months of 1973	1,132

In addition to burglary being one of the most frequent of the seven criminal offenses classified as major crimes, it also had a very low clearance rate (approximately 13%), and created a great degree of public concern among home owners, renters and businessmen. Consequently, the City of Roanoke had selected burglary as the target

offense to be reduced by its HIT project. The following objective was then established for the project:

- . To reduce the overall incidence of burglary within the city during a given year by 15% over the preceding twelve month period.

2. STRATEGY AND TACTICS

The project strategy employed by the City of Roanoke focused on striking a balance between tactical and public education activities:

- . Tactical efforts included: (1) covert surveillance of specific target areas based on past incidences and current trends, (2) intensified patrols, (3) development of information sources, and (4) observation of known fences on an intensive basis during periods of increased burglary activity.
- . Public education activities included: (1) residential and commercial security surveys, (2) follow-up visits to burglary victims, (3) property marking, (4) public speaking engagements, (5) formation of neighborhood watch groups, (6) displaying security devices, (7) distributing anti-burglary literature, (8) showing anti-burglary films, and (9) spot radio announcements.

The approach taken by HIT project planners to identify target areas was based on the development of a computer model for predicting high incident target zones on a weekly basis. The model was to systematically evaluate the time and place of burglaries occurring over a time frame extending from January 1, 1968 through project operations.

The city of Roanoke is divided into approximately 70 traffic zones. These zones were used as the geographic unit for the collection of burglary incidence data for the initial years of 1968 through 1972. Within each traffic zone, incident data was compiled on time of day in conjunction with day of week, and weekly, monthly, and seasonal relationships were to be analyzed to determine crime patterns. Emergent time-spatial trends were to be utilized for special burglary force assignment on a floating target anticipatory basis.

It was believed by project planners that a highly trained and equipped mobile special unit using analytical predictive techniques and a public information campaign would have a significant impact on reducing the incidence of burglary in the City of Roanoke.

The Roanoke HIT project was approved by the Virginia Council on Criminal Justice on January 3, 1974.

3. ORGANIZATION AND STAFFING

Exhibit X, on the following page, depicts the organization chart of the Roanoke HIT project. The roles and responsibilities of project personnel* are briefly described below:

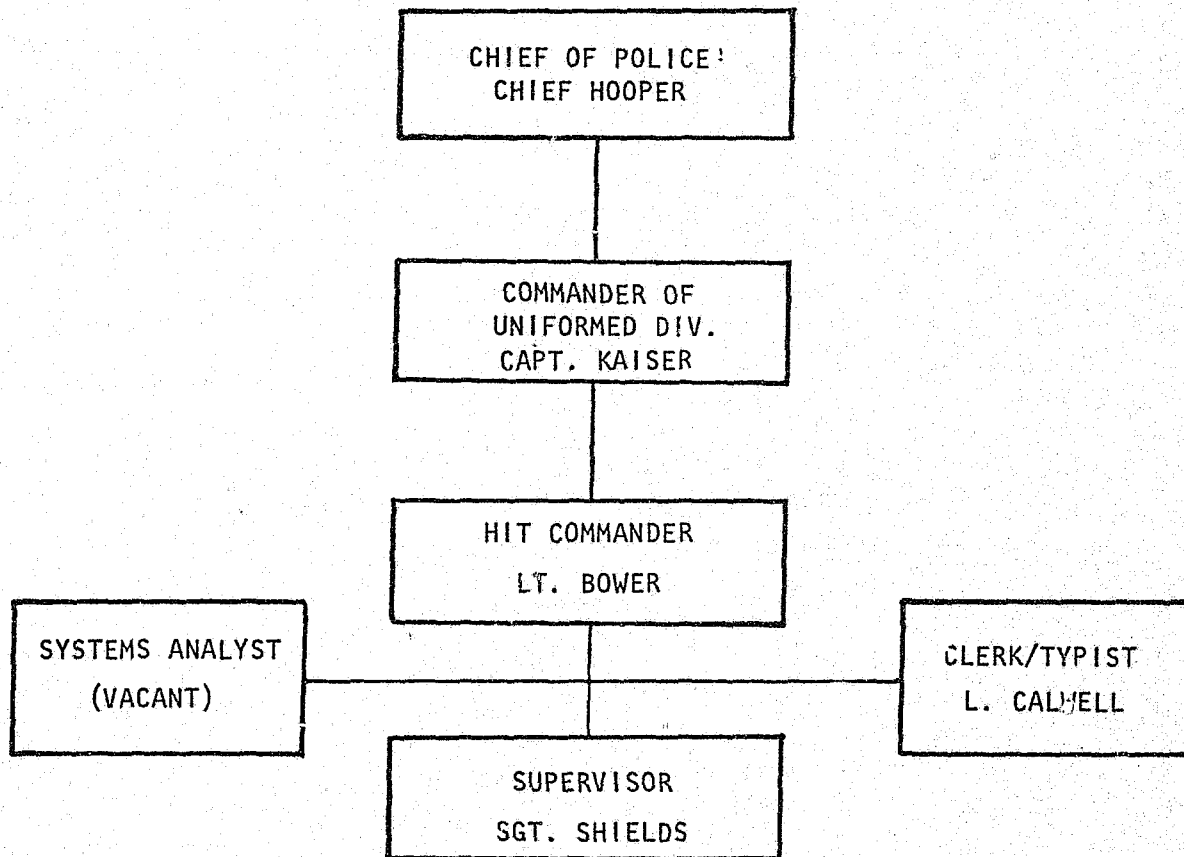
- . The HIT Squad is headed by a Lieutenant who reports to the Commander of the Uniformed Division and the Chief of Police. In his capacity, the HIT Commander is responsible for the immediate administration and management of project personnel and activities. He also carries out the majority of public speaking engagements.
- . The HIT Commander is assisted by one Sergeant who acts in the capacity of first line supervisor of HIT officers. As such, he is responsible for: (1) maintenance of daily activity records, (2) review of cases prepared by HIT officers, and (3) daily administrative and personnel-related activities. He also participates in covert surveillance operations and public speaking engagements.
- . There are a total of 9 field officers assigned to the unit. Of these officers, 6 are primarily responsible for conducting covert surveillance operations, 2 are assigned dual responsibilities of surveillance and security surveys, and 1 officer has the full time duties of: (1) conducting security surveys, (2) carrying out activities related to the personal property engraving program, and (3) assisting in public speaking engagements.

4. PERSONNEL CHANGES

Since project inception (June 1974), there have been relatively few changes in project personnel:

* The duties and responsibilities of support personnel are described in the section of this report entitled, "Evaluation of Planning and Support Elements."

ROANOKE HIT PROJECT:
CURRENT ORGANIZATION CHART



- T. BROWN
- J. DEAN
- W. JONES
- D. MCKEAVER
- J. PORTERFIELD
- J. PULLEN
- R. REID
- W. RICHARDSON
- H. ROUNTON

- . The systems analyst/programmer was permanently transferred to the City's Electronic Data Processing Department. At the present time this position is vacant.
- . One officer was transferred to the uniformed patrol division and the vacated position was subsequently filled.

5. PROJECT EQUIPMENT

In order to support HIT Squad activities, approximately \$42,600 of equipment was purchased or leased during the first year of project operations. Equipment is listed below (office equipment, furnishing and supplies are excluded):

- . Binoculars -- 4
- . Marked Van -- 1
- . Unmarked Van -- 1
- . Unmarked Cars -- 6
- . 16mm Projector & Films -- 1
- . Dictaphone -- 1
- . 35mm Camera -- 1
- . Set of Electronic Directional Tracking Equipment -- 1
- . Night Vision Scope -- 1
- . Key Punch -- 1

6. PERSONNEL TRAINING

The majority of HIT Squad members received 25 hours of specialized training. The training program included instruction in: (1) firearms, (2) surveillance equipment, (3) crime prevention, (4) surveillance techniques, and (5) building searches. In addition, selected members of the HIT Squad received training in the following areas: (1) crime prevention (at the National Crime Prevention Institute), (2) on-the-job training for conducting security surveys, and (3) use of directional tracking equipment.

7. SCHEDULE OF OPERATIONS

The schedule of operations for HIT personnel are dependent upon individual responsibilities and assignments. At the present time, the schedules are as follows:

- . The HIT Commander and Clerk/typist work 5 days/week from 8:00 a.m. to 4:00 p.m. The HIT Commander also works several evenings/week from 6:00 p.m. to 9:00 p.m. based on scheduled public speaking engagements.
- . The individual or individuals who are assigned to conduct security surveys work 5 days/week from 10:00 a.m. to 6:00 p.m.
- . Tactical units work in a given high incident location according to the following schedule:
 - 11 a.m.-7 p.m.: 1 uniformed officer and 1 plain clothes officer
 - 4 p.m.-7 p.m.: 2 plain clothes officers
 - 7 p.m.-3 a.m.: 2 plain clothes officers.

This schedule results in 7-day coverage from 11 a.m. to 3 a.m. in a given target area.

Over the duration of the project, the operating hours of tactical units and areas under surveillance have been frequently modified to conform with changing patterns of burglary.

IV. EVALUATION METHODOLOGY

IV. EVALUATION METHODOLOGY

The purpose of this section is to describe the methodology used in evaluating the Roanoke HIT II project. The methodology served as a guide in preparing the seven monthly evaluation reports and this final report following eight full months of project operations.

1. STANDARDIZED MODEL

Arthur Young & Company has been tasked by the Virginia Division of Justice and Crime Prevention (DJCP) with evaluating the entire HIT Program which is composed of eleven separate projects operating in various jurisdictions throughout the State. It is expected that the results of the various evaluations performed in connection with this program will yield valuable insights as to the feasibility and effectiveness of various approaches to crime prevention and control.

In order to facilitate evaluation, a standardized model was developed for assessing the eleven HIT projects on an individual and comparative basis. The model provided a framework for evaluating overall project effectiveness, and individual project components and activities. Major characteristics of the standardized evaluation model include:

- Categorization of project activities, personnel, equipment, etc. into three standardized components:
 - Tactical elements
 - Public information elements
 - Planning and support elements
- Delineation of objectives and priorities for the overall project and each of its major elements.
- Specification of measures to assess overall project effectiveness and individual project elements.
- Definition of data required for evaluation criteria.

- . Identification of data sources.
- . Specification of analytical techniques for ascertaining project effectiveness and efficiency through the application of performance measures and assessment criteria.

(1) Categorization of Project Elements

For purposes of individual and comparative evaluations, the various activities, personnel and equipment used within the Roanoke HIT II project were classified into one of three major categories as follows:

- . Tactical Project Elements

Those project elements that are directly related to the tactical or strategic activities directed at criminal detection and 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.

(2) Delineation of Project Objectives

In addition to specifying overall project objectives, subsidiary objectives which contributed to the attainment of primary objectives were identified based on an analysis of project elements, their planned interaction and their relative importance as perceived by personnel directly concerned with the HIT project. Consequently, subobjectives were established for each project element and assigned priorities based on the following classification:

- . High priority (H) project element objectives represented those elements that had an important relationship to and effect on the attainment of the primary project goal and overall project success.

- . Medium priority (M) project element objectives represented those elements that were necessary to the project but not as important or directly related to results as high priority elements.
- . Low priority (L) project element objectives represented those elements that contributed to project success, but with far less direct effect than the other two priority categories.

(3) Specification of Measures

Evaluation measures were developed for all project objectives and classified into one of the following four categories:

- . Measures of effectiveness to assess overall project results
- . Measures of efficiency to assess tactical and public information elements
- . Subjective criteria to assess tactical and public information elements
- . Cost/effectiveness measures to assess overall and selected project elements.

Measures of effectiveness indicate the impact of overall project activities upon the target problem. They are end oriented rather than means oriented and relate to what is ultimately desired. The measures of effectiveness for the Roanoke HIT project center on the incidence of commercial and residential burglary.

Measures of efficiency are means oriented and indicate how adequately project activities are carried out. These measures were used to assess the performance of project activities falling within the categories of tactical project elements and public information elements. Measures in this category include number of arrests, cases cleared, security surveys conducted and so forth.

Subjective criteria were used to assess planning and support elements that do not lend themselves to quantitative

measurement. For example, criteria such as value of curriculum and instruction were used to assess project training activities.

(4) Identification of Data Sources

In order to effectively measure project performance, utilizing the previously outlined evaluation measures, data concerning project activity and results were gathered, tabulated and analyzed. Evaluation data came from the following sources:

- . Burglary offense reports
- . U.C.R. monthly tally sheets
- . HIT Squad activity reports
- . Special Police Unit Questionnaire
- . Field observation of:
 - security surveys
 - public speaking engagements
 - covert patrol operations
- . Review of:
 - Anti-burglary literature
 - Educational van contents
- . Interviews with:
 - Director of Public Safety
 - Chief of Police
 - HIT Squad Commander, officers and civilian personnel
 - City Planners
 - Youth Intake Officer
 - Special Magistrate
 - Commonwealth's Attorney
 - Captain of Detectives

- Youth Bureau Detectives
- Records personnel.

In order to ensure that the statistical results of the HIT project were reliable, limited data audits were conducted over the project duration. These audits traced, on a sampling basis, specific target offense statistics to their original source documents to determine if proper classification and compilation procedures were used. In addition, other HIT reports were audited on a limited sampling basis.

(5) Specification of Analytical Techniques

Analytical techniques involved the manipulation of data to arrive at specified evaluation measures and the application of those measures to project results to determine objective attainment. These methods included standard arithmetical operations, statistical calculations, subjective assessment of training, value of project equipment, etc.

Certain analytical techniques, however, were standardized and used on a monthly basis. These techniques primarily involved comparison of project-related data on a before and after basis. Data were collected on a monthly and year-to-date basis and compared to the corresponding time frame in the prior year. The percent increase or decrease was then calculated on a citywide basis.

The types of analyses centered on:

Attainment of Major Objectives

This type of analysis involved ascertaining the degree to which the HIT Project achieved its major objectives. The level of success was determined through the application of effectiveness evaluation measures.

Efficiency of Project Activities

The method for determining the contribution of various project elements to overall project success involved an analysis of each of the elements within the HIT project. This determination depended on how well each of the project elements achieved its objectives and the effect of this achievement on overall project results.

Cause-Effect Relationships

The entire project, its related activities and the environment in which it operated were analyzed to determine the major reasons for the degree of success achieved. Such diverse factors as attitudes and morale of project personnel were important in analyzing cause-effect relationships.

2. SPECIAL CONSIDERATIONS

Two considerations that posed potential problems to the successful evaluation of the Roanoke HIT project are discussed below:

Reported Crime

A significant component of the Roanoke HIT project centered on an antiburglary public information campaign. Project elements directed at this objective included: (1) lectures to community groups, (2) expansion of the noney neighbor program, (3) distribution of antiburglary pamphlets, (4) use of a mobile security van, (5) education of residents and businessmen who have been burglarized, and (6) media announcements directed at motivating the community to take precautionary measures against burglary. All of the above activities are aimed at making the community "aware" of the incidence of burglary and methods to combat it.

Consequently, it could be expected that as a result of these public informational activities, more burglaries may have been reported to police. Therefore, actual project success may be masked by this anomaly.

One method of ascertaining an increase in reported crime versus an actual increase is to conduct a victimization survey before and after project inception. It would then be possible to determine victimization rates and ratios of reported to unreported crime over the

duration of the project. Thus, one could attribute a rise in reported crime to either an actual increase in the incidence, or increased public responsiveness to reporting crime.

Since the City of Roanoke did not plan to institute a victimization survey, it was not possible to discern the effect of increased reporting of burglaries, if it occurred.

Crime Displacement

The measurement of crime displaced from target to peripheral areas was neither feasible nor within the scope of the evaluation due to the design of the HIT project and the method specified for tactical deployment. That is:

- Tactical elements were of a covert nature.
- Target areas were dynamic and changed on a weekly basis.
- The potential number of target areas was large while the geographic size of each is quite small; thus, many peripheral areas would be involved in the analysis of displacement -- some of which would be peripheral to one or more target areas simultaneously.
- The incidence of burglary in any one target area, for a given week, is not sufficiently great, and therefore would not be expected to have a noticeable impact if it were displaced to surrounding areas.

The smaller communities of Vinton and Salem, which border the City of Roanoke, have expressed a concern regarding the possible displacement of crime to their jurisdictions. In order to assess the possible displacement of burglary by the HIT project, it would be necessary (as a minimum) to undertake a significant data collection effort in these communities to determine the number of burglaries committed by Roanoke residents before and after the HIT project was implemented. A study of this nature would result in only a pseudo-measure of crime displacement which would have to be supplemented with other data if one were to draw inferences regarding the impact of the Roanoke HIT project on Vinton and Salem. However, such an undertaking was not within the scope of the Virginia HIT II program evaluation.

V. EVALUATION OF TACTICAL ELEMENTS

V. EVALUATION OF TACTICAL ELEMENTS

This section of the report addresses the evaluation of the project's tactical elements which are related to the strategic activities directed at criminal apprehension. The remainder of this section is devoted to assessing project management, HIT Squad personnel, surveillance activities and operating results. (Project equipment used in carrying out tactical operations is separately evaluated in Section VI of this report.)

1. PROJECT MANAGEMENT

Project management is composed of one lieutenant and one sergeant. The lieutenant acts in the capacity of HIT Commander and has overall responsibility for project management. The sergeant has first line supervisory responsibilities and acts in the behalf of the HIT Commander during his absences.

HIT Squad personnel that replied to the special questionnaire contained in Appendix A of this report responded to project management related questions as follows:

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

- | | |
|--|------|
| . Excellent, responsive and effective | 100% |
| . No better than other police supervision in other units | 0% |
| . Not very effective, poor | 0% |

(2) What improvements would you recommend in HIT Squad Management?

- | | |
|---|-----|
| . No change | 86% |
| . Place under the direction of the Detective Division | 14% |

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

	<u>Excellent</u>	<u>Adequate</u>	<u>Poor</u>
. Detective Division	14%	72%	14%
. Uniform Patrol	0%	57%	43%
. Traffic	0%	57%	43%
. Overall Police Division	0%	57%	43%

Based on the results of the HIT Squad questionnaire and interviews with project personnel, the following observations are set-forth regarding project management:

- . It was felt that overall project management was excellent and the majority of HIT Squad personnel felt that no changes should be made.
- . It was generally believed that the day-to-day cooperation between the HIT Squad and other departmental units could be improved. The majority of respondents ranked cooperation between each department and the overall Division of Police from adequate to poor.
- . HIT Squad members felt that project effectiveness could be significantly improved if better cooperation was received from the Detective Division and Youth Service Bureau through the exchange of information and coordination of activities.

2. HIT SQUAD PERSONNEL

There are a total of 12 individuals assigned to the HIT Squad of which 11 are sworn officers and one is a civilian. Seven sworn officers responded to the special questionnaire contained in Appendix A from which the following data were extracted:

- . Members of the force possessed an average of 9.9 years of experience.
- . Patrolmen averaged 7.1 years of experience.

- . One Lieutenant and one patrolman collectively possessed 13 years of detective experience.
- . The Lieutenant possessed 8 years of supervisory experience.
- . 100% of the respondents cited as the reason for joining the HIT project "a desire to participate in an innovative project."
- . None of the project personnel are being paid more as a HIT Squad member than they were in their last assignment.
- . At the time questionnaire results were received, the average time as a HIT Squad member was 7.2 months.
- . Characterization of morale was as follows:

- Extremely high	43%
- Better than with previous units	57%
- Average	0%
- Lower than average	0%
- Extremely poor	0%

Based on the above responses and personal interviews, the following observations are made regarding project personnel:

- . Collectively HIT officers possess a relatively high level of experience and education.
- . They are highly motivated as evidenced by the number of volunteers, reasons cited for joining the project and current level of morale.

3. SURVEILLANCE ACTIVITIES

The primary tactical strategy used by the Roanoke HIT project to detect and apprehend burglary suspects centered on a mix of mobile and stationary covert surveillance of individuals, and commercial and residential structures. At the present time, eight of twelve HIT personnel are directly involved in day-to-day

surveillance activities with the major portion of time being expended on mobile patrol. The majority of surveillance activity has been conducted in high incident target and peripheral areas using unmarked cars.

Over the duration of the project the character and nature of surveillance activities have changed considerably:

- Initially 4 officers were used for covert operations. During day light hours, 2 officers were assigned to residential burglaries; during hours of darkness, 2 officers were assigned to commercial burglaries. Therefore, during any one time of the day or evening, only 2 HIT officers were carrying out covert operations and each officer was assigned one half of the city. Thus, manpower was allocated in the following manner:

	Day Hours		Night Hours	
Residential Burglaries	1 Officer North	1 Officer South	No HIT Squad Coverage	
Commercial Burglaries	No HIT Squad Coverage		1 Officer North	1 Officer South

The effectiveness of the covert activities of the HIT Squad was impaired by the wide geographic area that each man was assigned. For example two men operating during daylight hours only, throughout the entire city, could not be expected to stem the rising trend in residential burglaries. Therefore, the detection and apprehension function of the HIT Squad was minimal. Such a conclusion was supported by the preliminary arrest statistics for the initial 6 week period that the HIT Squad was in operation.

- During the month of September, four high incident traffic zones were selected as fixed target areas. (The number of burglaries occurring within these areas had been consistently high over the past seven years). Two man teams were assigned to each area. One HIT officer wore plain clothes and drove an unmarked car; the other officer was uniformed and drove a regular police vehicle. Each team operating in a combined overt and covert mode patrolled the designated target area and adjacent peripheral areas. Hours of patrol changed weekly dependent upon burglary patterns. During the majority of the time teams were split between daylight and evening hours, e.g., 3 teams (6 men) worked daylight hours and

1 team (2 men) worked evening hours, and vice versa dependent upon the current incidence of residential or commercial burglaries.

During the month of December, all HIT Squad officers were assigned to the night shift to cover commercial burglaries. Each man wore plain clothes and drove an unmarked vehicle.

Since that time, tactical units have been assigned to patrol in a given target and peripheral areas according to the following schedule:

- 11 AM - 7 PM 1 uniformed officer and 1 plain clothes officer
- 4 PM - 12 PM 2 plain clothes officers
- 7 PM - 3 AM 2 plain clothes officers

This schedule results in 7 day coverage from 11 AM to 3 AM in a given target area. Thus far, this mode of operation has been the most successful in detecting and apprehending offenders.

4. OPERATING RESULTS

The operating results of the HIT Squad on a project-to-date basis are presented below:

Arrests

- The HIT Squad was instrumental in a total of 218 arrests:
 - .. 58 burglary arrests
 - .. 69 "other felony" arrests
 - .. 91 misdemeanor arrests
- Each officer was responsible for an average of 24.2 arrests:
 - .. 6.4 burglary arrests
 - .. 7.7 "other felony" arrests
 - .. 10.1 misdemeanor arrests

- There was an average of 27.3 HIT related arrests per month:
 - .. 7.3 burglary arrests
 - .. 8.6 "other felony" arrests
 - .. 11.4 misdemeanor arrests

Clearances

- The HIT Squad was instrumental in clearing a total of 197 felony cases:
 - .. 141 current cases
 - .. 56 prior cases
- Of the 197 cases cleared, 101 were burglary cases
- Of the 221 burglary cases cleared throughout the city from June 1974 through January 1975, the HIT Squad was instrumental in clearing 46% of these cases
- Each officer was responsible for clearing an average of 21.9 cases:
 - .. 11.2 burglary cases
 - .. 10.7 "other felony" cases
- There was an average of 24.6 felony cases cleared per month:
 - .. 12.6 burglary cases
 - .. 12.0 "other felony" cases

Exhibit XI, on the following page, summarizes the above statistics.

5. RECOMMENDATIONS

Four major recommendations are suggested for improving the tactical operations of the HIT Squad: (1) improve intelligence

D

H

B

H

D

ROANOKE HIT PROJECT

Arrest and Clearance Statistics

(Project-to-Date)

Arrests	Clearances	Burglary	Other Felony	Mids.	Total
. Arrests					
- Adult		31	31	41	103
- Juvenile		27	38	50	115
- Total		58	69	91	218
- Avg. per Officer		6.4	7.7	10.1	24.2
- Avg. per Month		7.3	8.6	11.4	27.3
. Clearances					
- By Arrest		57	84	N/A	141
- Prior Cases*		44	12	N/A	56
- Total**		101	96	N/A	197
- Avg. per Officer		11.2	10.7	N/A	21.9
- Avg. per Month		12.6	12.0	N/A	24.6

* Partial Data

** Of the 221 burglary cases cleared from June 1974 through January 1975, the HIT Squad was instrumental in clearing 46% of the cases.

gathering and tactical deployment, (2) acquire additional men, (3) purchase or lease less conspicuous vehicles, and (4) conduct more stake-outs and less mobile surveillance.

. Intelligence and Deployment

The vacated position of systems analyst should be filled by an intelligence officer. The responsibilities of this individual would involve:

- Review and analysis of all computer generated reports on a periodic basis to detect historical and emerging patterns of burglaries.
- Review of current burglary offense reports.
- Development and coordination informant contacts.
- Accounting and control of funds given to informants
- Gathering, analyzing and disseminating of intelligence data from HIT officers, detectives, youth officers and informants.
- Identification and coordination of surveillance of fencing activities
- Development of an M.O. file
- Formal intelligence briefing of all HIT Squad members on a regular basis
- Dissemination of intelligence data to other departmental units.
- Advising and assisting the HIT Commander on tactical decisions regarding high incident areas, stake-outs, surveillance of fences, etc.

. Additional Personnel

On a given day, only one target area (traffic zone) and the four adjacent areas are being patrolled by HIT personnel. Daily target area coverage is as follows:

11 AM - 4 PM	2 HIT officers
4 PM - 7 AM	4 HIT officers
7 PM - Midnight	4 HIT officers
Midnight - 3 AM	2 HIT officers

Eight men are required to staff the patrol operations in one target area from 11 AM to 3 AM, 7 days per week. Since there are several high incident areas within the city, a minimum of another 8 officers should be acquired by the HIT project so as to provide sufficient coverage in at least two target areas.

Vehicles

At the present time HIT Squad units are using cars that are easily identifiable as police vehicles - plain, 4 door and two tone colors. It is, therefore, recommended that if additional vehicles are purchased or leased by the HIT Squad that they be more conventional in character, i.e., blend with other vehicular traffic.

Stake-outs vs. Mobile Surveillance

Given that the same men patrol in a given target area on a daily basis using identifiable cars, they are known by habitual burglary offenders on sight. (In fact, certain suspects have waived at officers while they were supposedly conducting covert operations.) If new men are brought into the unit, target areas rotated among men, new vehicles purchased and the intelligence function improved, it would be possible to conduct more stake-outs rather than mobile patrol which should result in strengthening the detection and apprehension activities of the Squad rather than its deterrent aspects. (If emphasis is to be placed on deterrence, HIT officers should be uniformed and drive marked cars.)

It should be noted, however, that stake-outs involve the expenditure of a significant amount of man-hours and result in a relatively low level of productivity (arrests per man-hour). Often stake-outs are too readily used as a tactic and not either well-planned or based on solid information. Thus, if the Roanoke HIT Squad is to increase its use of stake-outs it should ensure that these stake-outs are based on:

- Sound planning -- the identification and analysis of possible placement of personnel for surveillance activity, angle of view, number of men required, etc.
- Sound information and intelligence -- a good reason to conduct the stake-out and good probability of positive results.

VI. EVALUATION OF PROJECT EQUIPMENT

VI. EVALUATION OF PROJECT EQUIPMENT

During the first year of operations, the Roanoke HIT II project will have purchased or leased equipment at an approximate cost of \$42,600. The purpose of this section, therefore, is to assess the value and utility of this equipment within the overall operations of the HIT II project.

The methodology used in evaluating project equipment included: (1) personal observations, (2) private interviews with project personnel to determine their subjective opinions, and (3) analysis of written responses to the questionnaire contained in Appendix A of this report. The overall findings regarding project equipment are presented in the remainder of this section.

Exhibit XII, on the following page, presents a rating of all project equipment based on a scale of 1 to 9. Relative ranking of equipment was developed in the following manner:

- . Seven members of the HIT project were asked to rate each piece of equipment according to its frequency of usage on a scale of high, moderate or low which translated to a numeric value of 3, 2 or 1.
- . They were then asked to rate each piece of equipment using the same scale, according to its value or utility to overall project operations.
- . A weighted score was then calculated by multiplying the values assigned to each variable, e.g., if one individual rated the value of the night vision scope as high and frequency of usage as moderate, it would have received a weighted score of 6.
- . The final step involved averaging all weighted scores for each piece of equipment in order to derive a composite score.

As can be seen in Exhibit XII, most equipment was ranked among the categories of good to fair. Responses to the questionnaire (see Appendix A) by HIT Squad personnel support this finding.

ROANOKE HIT PROJECT

Rating of Project Equipment

Project Equipment*	No. of Units	Composite Assessment by HIT Personnel	Approx. Equip. Cost or Rental	Recurring Cost
Binoculars	4	8.1 (Excellent)	\$ 500	No
Marked Van	1	6.5 (Good)	4,200	No
Unmarked Cars	6	5.0 (Good)	21,400	No
16mm Projector/Films	1	4.7 (Good)	1,600	No
Dictaphone Equip.	1	3.4 (Fair)	1,100	No
35mm Camera	1	3.0 (Fair)	500	No
Electronic Directional Tracking Equipment	1	3.0 (Fair)	2,500	No
Night Vision Scope	1	2.7 (Fair)	4,100	No
Key Punch	1	2.0 (Poor)	1,800	Yes
Unmarked Van	1	**	4,900	No
TOTAL			\$42,600	

* Does not include office furnishing, equipment or supplies

** Insufficient time to assess unmarked van.

Question

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

Responses

A great deal	14%
Moderate	43%
Of little use	43%

A general assessment of each piece of equipment based on results of personal observations, analysis and interviews with project personnel is presented below:

- A comparative analysis of the binoculars and night vision scope reveals that the binoculars are far more preferable for surveillance work. The night vision scope is effective only under absolute conditions of darkness during stake-outs. Since most surveillance activities involve mobile patrolling in lighted areas, the effectiveness of the night vision scope is diminished. Binoculars are smaller, cheaper and have a magnification capability whereas the night scope is bulky, costly, sensitive to light interference and cannot be used to differentiate colors. Consequently, binoculars appear to be a better cost-effective investment in surveillance equipment.
- The marked van, and 16 mm projector and films were rated as "good." The van is used for transporting various locking devices, anti-burglary literature, projector and films, etc., to public speaking engagements. Consequently, the van and its contents play an integral role in public education activities. Thus, the \$5,800 expended on this equipment appears to be a reasonable investment.
- The unmarked van was damaged during shipment to the HIT Squad and, consequently, was not servicable until recently. Therefore, there has not been sufficient time to assess its value to the project.
- Approximately \$21,400 has been expended for the purchase of unmarked vehicles. The characteristics of these cars -- plain, one color and four doors -- make them easily identifiable as police vehicles. Consequently, they seriously diminished the effectiveness of covert surveillance activities. However, vehicles are a necessary

element of such a project and they must be considered cost effective. The limitation exists in the fact that those vehicles purchased were not well suited for the type of operations conducted by the Roanoke HIT Squad.

- The dictaphone equipment and 35mm camera plus zoom lens are considered excellent pieces of equipment; however, they were rated as "fair" since they receive very little usage.
- The electronic directional tracking equipment or "Bird Dog" was tested by selected HIT Squad and other departmental personnel and found to be an effective tracking device. Most HIT Squad personnel, however, have not been permitted to use the equipment nor have they been trained in its usage since the HIT Commander feels that the sensor devices may be lost during surveillance activities or recovered by those under surveillance. Therefore, the expenditure of \$2,500 for this sophisticated equipment is questionable.
- A keypunch machine is currently being leased at an annual cost of \$1,800. It is being used approximately 2 hours/week by the HIT Squad's clerk/typist to keypunch burglary incidence data. This data is then used to update the automated data base for predicting high incidence target areas. Since the keypunch receives such low utilization, it is recommended that burglary incidence data be keypunched at the city's E.D.P. facility or sent to a service bureau. The annual leasing expenditure for the keypunch machine is not justified.

VII. EVALUATION OF PUBLIC INFORMATION ELEMENTS

VII. EVALUATION OF PUBLIC INFORMATION ELEMENTS

A major thrust of the Roanoke HIT project centers on burglary prevention through public education and improved police/community cooperation. The public information elements of the HIT project include the following:

. Public Education

- Community meetings
- Nosy neighbor program
- Anti-burglary literature
- Crime prevention films
- Media announcements
- Security van

. Property Marking

. Security Surveys

- By request
- Follow-up visits to victims and neighbors.

The public education element involves meeting with various civic and community groups to promote burglary prevention through community involvement. HIT Squad officers have given burglary prevention talks, shown crime prevention films, displayed and demonstrated various locking and security devices, familiarized citizens with the methods used by burglars in gaining entrance, and promoted the formation of neighborhood watch groups. Other facets of public education involved the mass distribution of anti-burglary literature and spot radio announcements (see Appendix B).

The property marking program (previously implemented in conjunction with insurance companies) was promoted and expanded.

Engravers were made available to the public, free of charge, through fire stations throughout the city and at the HIT Headquarters office. In the past eight months 1,188 residences were enrolled in the program.

A number of security surveys of both residential and commercial structures were conducted on request. In addition, follow-up visits were made to various residential victims. During these visits, the neighbors on either side and directly across the street from the victim were also contacted. The purpose of these visits was to promote improved security and burglary prevention measures.

Exhibit XIII, on the following page, presents year-to-date statistics on the public information activities of the HIT Squad. Generally, the public information and educational activities initiated by the HIT Squad appear to have been positive measures resulting in improved police/community cooperation regarding burglary prevention. However, the following observations are set forth regarding specific burglary prevention activities:

- . Given the total number of residential and commercial structures within the city, relatively few security surveys have been conducted. Of the surveys conducted, no statistics are available regarding the degree of compliance or victimization rates. In addition, full compliance usually requires a significant expenditure for the purchase and installation of locking devices. Consequently, one might infer that the less affluent citizen (who is more likely to be victimized) does not usually request nor comply with security surveys and subsequent recommendations.
- . Only 10% of residential burglaries have received follow-up visits.
- . There have been relatively few neighborhood watch groups formed as a result of the project.
- . Thus far, approximately 1,200 Roanoke residences or 3-4% have been enrolled in the project. Although guidelines established by the National Crime Prevention Institute say that Project Identification does not have a noticeable impact until 10% of the city's population is participating, the city of Roanoke is currently experiencing positive

Roanoke HIT Project:
Public Information Statistics
(Project-To-Date)

June 1974 Through
January 1975

1.	No. of Security Surveys Conducted By Request:	
	. Residential	315
	. Commercial	64
2.	No. of Follow-Up Visits to Burglary Victims	392
3.	No. of Individuals Using Operation Identification Engravers:	
	. From Fire Stations	534
	. From HIT Office	654
4.	No. of Community Meetings Held	10
	No. of Persons Attending	288
5.	No. of Neighborhood Watch Groups Formed as Result of Community Meetings	7
6.	No. of Civic Clubs Addressed	59
	No. of Persons Attending	11,845
7.	No. of Visits by Educational Van	28
	No. of Persons Viewing Displays	863
8.	No. of Anti-Burglary Brochures Distributed	172,069
	Frequency & Duration of Radio Announcements	5 Radio Stations, 30/60 Sec. Spots, 4-5 Times/Day
9.	No. of Times Antiburglary Films Shown	32
	No. of Persons Attending	792

results; that is, only two of the 1,200 residences participating in the program have been burglarized since their enrollment in Project Identification.

In summary, the Roanoke HIT project has a comprehensive public education component that has exposed many city and county residents (through radio, newspaper articles, literature, etc.) to various methods of combating burglary. The impact of these activities in stemming the rising trend of residential and commercial burglaries is questionable. However, since the public education campaign has received a positive response from the community, it is recommended that the public information activities be continued under the HIT project. It should be noted that, although the impact of the community awareness activities is difficult to measure, the level of effort vis-a-vis public education has been positive.

It is also recommended that two uniformed officers be assigned the sole, full-time responsibilities associated with the public education component of the program. In essence they would be responsible for the prevention aspects of the program through:

- . Conduct of security surveys
- . Property marking activities
- . Speaking at community meetings
- . Displaying locking devices
- . Showing crime prevention films, and
- . Distribution of literature.

VIII. EVALUATION OF PLANNING AND SUPPORT ELEMENTS

VIII. EVALUATION OF PLANNING AND SUPPORT ELEMENTS

This section of the report presents findings and recommendations regarding the evaluation of planning and support elements of the Roanoke HIT II project. Evaluative findings and recommendations include: (1) Crime Specific Planning preceding project operations, (2) overall training received by Hit Squad personnel, and (3) activities of support personnel.

1. CRIME SPECIFIC PLANNING

Assessment of the Roanoke planning process was based upon the following criteria:

- . Adequacy of baseline data and crime specific analysis.
- . Identification of problems.
- . Development of realistic project objectives.
- . Design of intervention tactics tailored to identified problems.

Discussion of these criteria as they relate to the Roanoke HIT project is presented in the following paragraphs.

A detailed analysis of baseline data from 1968 through 1972, involving approximately 8,500 burglary incidents was undertaken. Incident data included:

- . Offense number
- . Location
- . Patrol district
- . Traffic zone
- . Date
- . Time frame
- . Items taken

- . Type of structure burglarized
- . Point of entry
- . Method of entry
- . Date criminal identified
- . Race

Computer programs, were used to analyze the data in terms of the time and place of the offense, items taken, structure burglarized, method and point of entry, and various other statistics. The results of this analysis were to be used to identify specific burglary problems within the City of Roanoke and to tactically deploy the Special Burglary Unit. Consequently, the collection and subsequent analysis of baseline data appeared to be quite comprehensive and included data on all burglary offenses over a five year period.

Based upon a preliminary analysis of data, the burglary problem had been sufficiently defined to permit the development of the primary project objective:

"... to reduce the overall incidence of burglaries within the city during a given year by 15% over the preceding twelve month period."

The above objective appeared to be reasonable in that it specified a target offense, stated the quantified level of expected achievement, identified the period of time covered, and was in general conformity with other HIT project objectives. However, it was somewhat ambitious in terms of the level of expected burglary reduction, even with a relatively stable burglary pattern.

The design of intervention tactics tailored to identified problems or the establishment of the problem/solution link was also evaluated. The assessment was based upon whether or not the planning process made provisions for addressing the following questions:

- . What action is required to reduce the problem?

- . What resources are needed to carry out these activities?
- . What organization should have the responsibility of managing and controlling these activities and resources?
- . What other alternatives exist for attaining objectives?
- . What is their probable impact on the problems?
- . What was the strategy selected?

The planning activity as set forth in the Roanoke HIT II grant application clearly delineated the intervention activities or actions required to reduce identified problems; the resources necessary to conduct these activities had been carefully detailed and an organizational structure had been established to manage and control the project. Alternative methods of reducing problems and their probable impact were not explored or evaluated in the grant application.

In summary, the crime specific analysis carried out by the City of Roanoke was quite detailed and analytical. The overall planning process, however, was limited in that strategic methods alternate to the program espoused by the National Crime Prevention Institute were not explored when addressing identified problems.

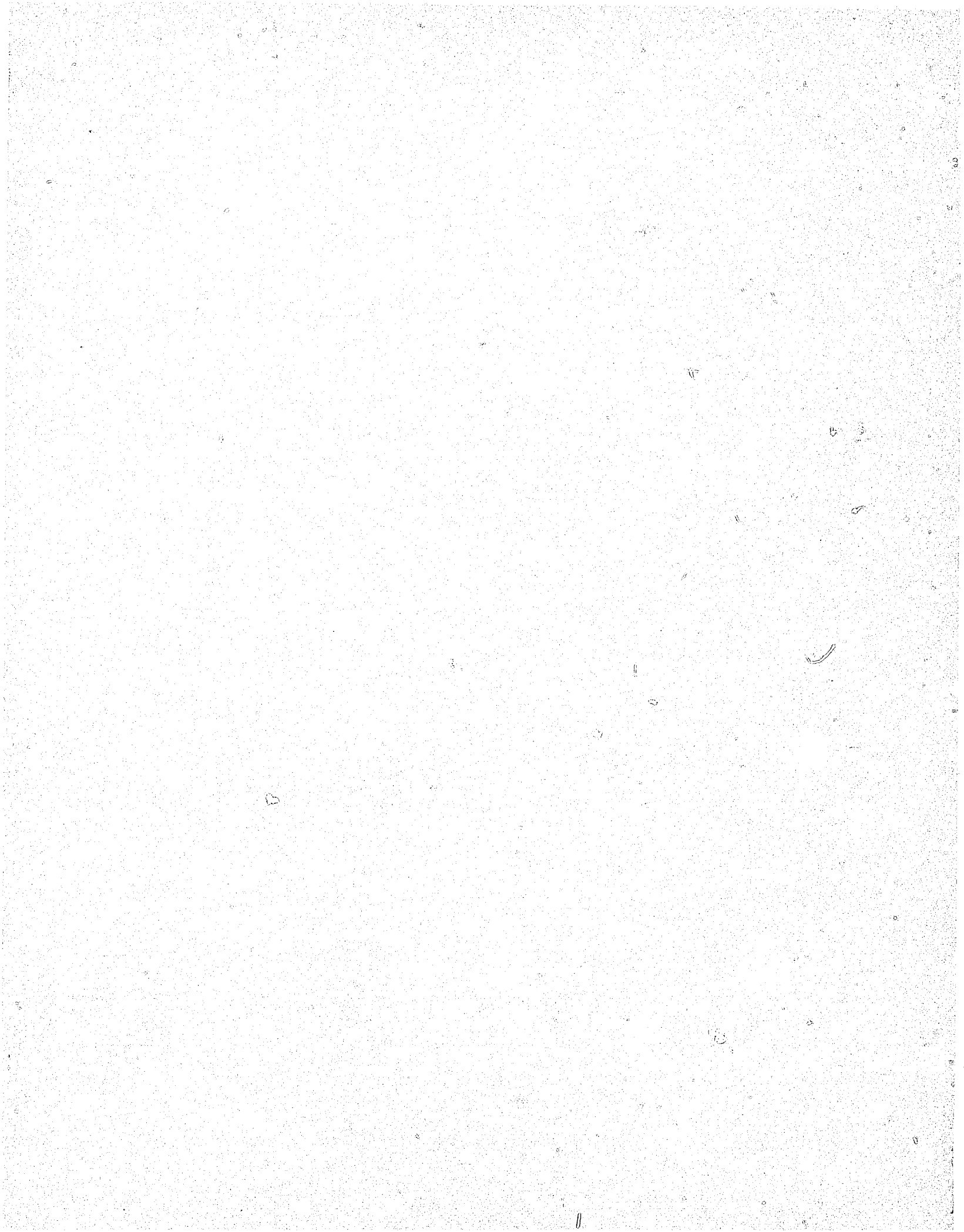
2. HIT SQUAD TRAINING

Members of the HIT Squad received several courses of instruction prior to, and during, project operations. The purpose of this section is to assess the value of this training and its impact on project personnel and operations.

(1) Findings

Exhibit XIV, on the following page, presents a composite rating of project training received by HIT personnel. Relative ranking of project instruction was developed in the following manner:

- . A sample of seven HIT officers were asked to rate each course of instruction according to its value to them on



Roanoke HIT Project:

Rating of Project Training

Instruction or Training	Hours	Number of Personnel Receiving Training	Composite Assessment by HIT Personnel
. National Crime Prevention Institute	80-160	4	Excellent
. Firearms	8	All	Excellent
. Surveillance Equipment (Night Scope/Binoculars)	4	All	Excellent
. Crime Prevention Training Films	3	All	Excellent
. Surveillance Techniques	8	All	Excellent to Good
. Directional Tracking Equip	2-4	2	Excellent to Good
. O.J.T. Security Survey Training	40	3	Good
. Building Searching	2	All	Good to Fair

a scale of high, moderate or low which translated to a numeric score of 3, 2 or 1.

A composite score was then developed for each course of instruction by averaging individual scores.

The majority of training was received at the National Crime Prevention Institute by the HIT Commander, one sergeant and two officers. The individuals who attended the school rated their training as excellent. Consequently, since the Roanoke HIT II project was primarily based on the program taught at the Institute, the time and funds expended were a necessary investment. However, of the four individuals who received formal training in conducting security surveys, only two individuals are currently involved in carrying out these activities on a part-time basis. The bulk of security surveys are being performed by one officer who received 40 hours of on-the-job training.

The training received by all HIT Squad members amounted to 25 hours of instruction and was generally rated as excellent with the exception of "building search training" which was rated as good to fair.

An analysis of the results of the special questionnaire contained in Appendix A reveals the following:

- . 71 percent of HIT personnel felt that the specialized training they received was either excellent or covered most of the necessary information required for operations.
- . 29 percent felt that the training was incomplete.
- . The best elements of training that were cited included:
 - Firearms
 - Building Searches
 - Security Surveys
 - National Crime Prevention Institute

- Questionnaire responses were generally consistent with interview results; "building searches" was the only exception.
- Only one individual cited training in the use of electronic equipment as being the worst element of the training program.
- Respondents felt that additional training was required in the following areas:
 - Surveillance techniques
 - National Crime Prevention Institute
 - Electronic Equipment
 - Development of informers
 - Burglary investigative techniques.

(2) Recommendations

Members of the HIT Squad should receive additional training in surveillance, building searches, firearms, electronic equipment and intelligence gathering for the following reasons:

- A major aspect of the HIT project in the City of Roanoke involves covert surveillance and on-scene apprehension of residential and commercial burglary suspects; therefore, continued in-service training is recommended in surveillance techniques, building searches and firearms.
- Several members of the HIT Squad have not received complete instruction regarding the special equipment used within the project. Consequently, they should be instructed in the operation of all special equipment such as the electronic directional tracking device.
- Since the gathering, dissemination and utilization of intelligence data is highly important to successful project operations, all HIT Squad members should receive instruction in the development of informants. In addition, formal lines of communication should be established between the HIT Squad and the Detective Division. At the present time, coordination of intelligence data between these units is lacking (See Appendix A regarding current coordination and cooperation between the HIT Squad and other departmental units).

3. SUPPORT PERSONNEL

The support personnel assigned to the HIT Squad included two civilians--a systems analyst/programmer and a clerk/typist. A description of their duties and responsibilities is presented below.

(1) Description of Responsibilities

The clerk/typist is responsible for general secretarial duties including: (1) typing, (2) filing, (3) records maintenance, (4) telephones and (5) keypunching. The major portion of her time is devoted to typing HIT Squad reports and correspondence.

Prior to transferring to the City's EDP Center, the systems analyst/programmer was responsible for analysis of burglary incidence data, and the development and preparation of automated reports to assist the HIT Commander in tactical deployment of personnel. The types of automated reports that have been developed and are available to the HIT Squad include the following:

- . Analysis of burglary incident data over any specified period of time. Data include: case number, date, district, zone, address, time, structure, point of entry, method of entry, items taken, value of property stolen, and whether or not the criminal was identified.
- . The top 10 high incident zones for commercial, residential or all burglaries by time of day over the past 2 weeks, month, 2 months and year-to-date.
- . The top 5 high incident zones for commercial, residential or all burglaries by day of week and time of day over any specified period of time.
- . The top 10 high incident zones by patrol district for commercial, residential or all burglaries over any specified period of time.
- . Various analytical matrices indicating number of burglaries within:
 - Geographic area (zone) by type of structure victimized.
 - Geographic area by items stolen (yes/no).

- Property identification report that permits inquiries by social security number yielding name, address and telephone number of owner.

At the present time, the above reports can be obtained by the HIT Squad, on request, from the City's EDP Center.

(2) Recommendations

Sufficient work of a clerical nature is generated by project personnel to warrant the full-time position of a clerk/typist. No recommended changes are made regarding her duties and responsibilities other than utilizing a service bureau or the City's EDP facilities for keypunching burglary incident data.

The vacated position of systems analyst should be filled by an intelligence officer. The responsibilities of this individual were described in Section V-5 of this report.

Appendix A

Virginia HIT Program
Special Police Unit Questionnaire

Appendix A
Virginia HIT Program
Special Police Unit Questionnaire

As a part of the final evaluation of the City of Roanoke's HIT II project, a questionnaire was prepared by Arthur Young & Company and distributed to all project personnel. The purpose of the questionnaire was:

- to document relevant information regarding the background of HIT Squad members.
- to obtain subjective opinions of individuals concerning project management, operations and effectiveness.
- to solicit suggestions for improving future operations.
- to utilize the results of the Roanoke Questionnaire in a comparative analysis with those obtained from other HIT jurisdictions throughout the State of Virginia.

The questionnaire was completed by 7 of 11 HIT Squad members; consequently, the response rate was 64%. In order to enhance the objectivity of questionnaire results, respondents were asked to complete the survey instrument in an anonymous fashion and mail it directly to the evaluator.

The questionnaire results have been used in the body of this report as supportive data for evaluative observations. This appendix contains a copy of the survey instrument used, and documents the composite results of the respondents.

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
 Sergeant
 6 Patrolman ~~and/or Detective~~
 1 Civilian

(2) Number of years' police experience: 9.9 years (Average)

(3) Years of experience as a:

 7.1 Patrolman (Average of 6 Patrolmen)
 13 Detective (1 Lt. + 1 Patrolman)
 8 Supervisor (Lieutenant)

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

- Less than high school
- High school graduate
- 6 Some college
- 1 A.A. Degree
- B.A. Degree

(5) Method of selection for the HIT Squad

- 5 Volunteer, written request submitted
- 1 Volunteer, verbal request submitted
- 1 Requested to join by Squad Supervisor(s)
- Chosen for Squad, did not volunteer

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

Desire to participate in an innovative project (7)

(7) Are you being paid any more as a HIT Squad member than you would have been in your last assignment? 7 NO

(8) How long have you been on the HIT Squad? Avg. of 7.2 Months

2. HIT SQUAD OPERATIONS

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

- 2 Very successful, a very high clearance and arrest rate
- 3 Moderately successful
- 2 Little effect on the target crime

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

- 5 Patrolling
- Stakeouts
- Investigation
- 2 Administration/management

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

1 A great deal (have used it successfully often)

3 Moderate (have used it successfully a few times)

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

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

1 Much more than originally thought

5 About what was originally thought

1 Much less than originally thought

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

Saturation patrol in unmarked vehicles in target areas (5);
reliance on informers (3); public relations (2).

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

Stake outs (4); no unsuccessful tactics (2); uniformed
patrol (1).

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

Lack of success due to: poor radio communications (2);
release of offenders by courts (1); poor training (1); too
few men (1). Success due to: motivation and enthusiasm
of men (2); neighborhood involvement (1).

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

- 3 Excellent, very comprehensive
2 Adequate, covered most necessary information
2 Incomplete, covered some but not all of the information needed
 Inadequate

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

Firearms (3); Building Search (3); Security Surveys (1); National Crime Prevention Institute (1).

(4) What was the worst?

None (6); Electronic Equipment (1).

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

Surveillance (3); none (2); NCPI (1); electronic equipment (1); development of informers (1); B & E investigative techniques (1).

5. IMPACT

(1) Has the target crime been reduced? yes 2 no
Stabilized? yes no Increased? yes 4 no

(2) Has the overall HIT project been successful? yes 6 no
Explain.

Increase of B&E's less than surrounding areas (3); saturation patrol of target areas (2); security surveys (1); property marking (1); arrest rate (2); intelligence gathering (1); public awareness (1).

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

Improve collection and dissemination of B&E intelligence information among departmental units (2); better coordination between overall department and HIT Squad (2); detach the HIT Squad from the uniformed division and make it a permanent B&E unit (2); uniformed patrol should place more emphasis on burglary prevention (1).

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CONTINUED

1 OF 2

Appendix B

Public Service Radio Announcements
and News Releases Regarding
Roanoke HIT Project



PUBLIC SERVICE ANNOUNCEMENT

SPONSOR: ROANOKE CITY POLICE DEPARTMENT PSA/CEBE No. 1560
EVENT: BURGLARY/POLICE WORK WRITER: R. Johnson
AIR DATES: FROM: _____ TO: _____ (INCLUSIVE)
(TF): FROM: 7/5/74 REPLACEMENT (YES) _____ (NO) X
NOT TO BE AIRED AFTER: _____ (AM) _____ (PM) ON TERMINAL DATE

On the subject of crime, a line in a Gilbert and Sullivan operetta makes the assertion that, "When a felon's not engaged in his employment, a policeman's lot is not an happy one," implying that a police officer's pleasure in his work is in direct proportion to the number of arrests he makes. The truth is, a good policeman would rather not have to make any arrests. He would like peace and security as much as would you. Unfortunately, the facts of life do not accord with our fancies. Throughout America, burglary is the fastest-growing felony. The public is helping to make it so. There is an excellent pamphlet entitled, "How to Protect your Home and Family Against Burglary." Individual entries have such headings as "Discourage burglars" ... "Door viewers" ... "Window locks" ... "When you're on vacation" ... "When you're at home." You may pick up a free copy of this pamphlet at the Roanoke Police Department, which, in support of law and order, respectfully asks that you help it ... help you. This message was prepared by WLRG as a public service.



PUBLIC SERVICE ANNOUNCEMENT

SPONSOR: ROANOKE CITY POLICE DEPARTMENT PSA/CEBE No. 156C
EVENT: LOCKS AND KEYS WRITER: R. Johnson
AIR DATES: FROM: _____ TO: _____ (INCLUSIVE)
(TF): FROM: 7/5/74 REPLACEMENT (YES) _____ (NO) X
NOT TO BE AIRED AFTER: _____ (AM) _____ (PM) ON TERMINAL DATE

A lock is a lock is a lock. Right? Wrong! A cheap lock can be opened with a plastic credit card, and, in the end, can cost you a lot more. The Roanoke Police Department knows a thing or two about locks, and if you will visit there, they'll share that information with you. They have a large collection of demonstration locks. Meanwhile, if you have locks, use them. If you don't have locks, get them. If you don't have good locks, replace them. Control your keys. Know who has them. Know where they are at all times. Do not stamp your name or address on your keys. Most burglaries are non or minor force; the burglar just walks in. Burglary usually begins with the citizen's failure to help prevent it. Locking the barn after the horse is stolen is not just an old adage. It is a fact of life that happens every day. It doesn't have to. The work of the lock and key experts is just one function among many of the Roanoke Police Department, which, in support of law and order, respectfully asks that you help it ... help you. This message was prepared by WLRG as a public service.



PUBLIC SERVICE ANNOUNCEMENT

SPONSOR: ROANOKE CITY POLICE DEPARTMENT PSA/CEBE No. 1560
EVENT: GENERAL FUNCTION WRITER: R. Johnson
AIR DATES: FROM: _____ TO: _____ (INCLUSIVE)
(TF): FROM: 7/5/74 REPLACEMENT (YES) _____ (NO) X
NOT TO BE AIRED AFTER: _____ (AM) _____ (PM) ON TERMINAL DATE

You have often heard the silly complaint, "There's never a policeman around when you need one." There are 3 reasons why it is silly. First, in these days of instant communication and fast transportation, it simply isn't true. Secondly, if there were a policeman on every corner, every taxpayer would be in the poorhouse. And finally, too many policemen a police state make. The Roanoke Police Department, as other superior police organizations, exists as much for the purpose of preserving your safety and security as it does for the investigation of crime and the apprehending of law-breakers. Which brings us to another silly saying, "Laws are made to be broken." If this were true, why have laws? The British parliamentarian, William Pitt, observed, "Where law ends, there tyranny begins." The abuse of law is a social vacuum, a condition nature and man abhor, and whenever it occurs, it is instantly filled with anarchy. The Roanoke Police Department, in support of law and order, respectfully asks that you help it ... help you. This message was prepared by WLRG as a public service.



PUBLIC SERVICE ANNOUNCEMENT

SPONSOR: ROANOKE CITY POLICE DEPARTMENT PSA/CEBE No. 1560
EVENT: H.I.T. WRITER: R. Johnson
AIR DATES: FROM: _____ TO: _____ (INCLUSIVE)
(TF): FROM: 7/5/74 REPLACEMENT (YES) _____ (NO) X
NOT TO BE AIRED AFTER: _____ (AM) _____ (PM) ON TERMINAL DATE

Behind each Roanoke City police officer you see every day, on foot, on a motorcycle or in a patrol car, are other police officers performing a wide variety of functions of which the public is little aware. For example, Roanoke City Police of the H.I.T. program specialize in burglary prevention, apprehension, surveillance and public education. At your request, officers of the H.I.T. Squad will meet with your group, club or church. They will make security surveys of homes and stores. They will give sound advice and provide excellent literature to help you help them provide you with better protection. They will show you how to inscribe your social security number on wood, plastic or metal possessions, and even provide a tool to do it with. They will explain the identification value of photographed jewelry. A surprising amount of stolen property is recovered. The trouble is positive identification by the owner. The H.I.T. Squad is one function among many of the Roanoke Police Department, which, in support of law and order, respectfully asks that you help it ... help you. This message was prepared by WLRG as a public service.



PUBLIC SERVICE ANNOUNCEMENT

SPONSOR: ROANOKE CITY POLICE DEPARTMENT PSA/CEBE No. 1560
 EVENT: "NEIGHBORHOOD WATCH" PROGRAM WRITER: R. Johnson
 AIR DATES: FROM: _____ TO: _____ (INCLUSIVE)
 (TF): FROM: 7/5/74 REPLACEMENT (YES) _____ (NO) X
 NOT TO BE AIRED AFTER: _____ (AM) _____ (PM) ON TERMINAL DATE

Nobody likes a nosey neighbor. Well, that's not quite true. The Roanoke Police Department likes a nosey neighbor, and so would you, if that neighbor were a member of "Neighborhood Watch," a property-watching group whose purpose is to prevent burglaries. Founded and sponsored by the National Sheriffs' Association, the Neighborhood Watch is a self-help educational program to reduce threats to you and your neighbor's property. Under the program, protection of your home embraces three general categories, broken down into considerable detail. At your invitation, members of the Roanoke Police will speak to your group, club or church, and help you set up a Neighborhood Watch. They also offer 3 free pamphlets on the subject, which you can get at Police Headquarters. Also covered are your garage, your car, motels and hotels, boats, campers, marinas and private planes. Literally, if unintentionally, most burglaries are committed at the invitation of the victims. For your safety and security, and in support of law and order, the Roanoke Police Department respectfully asks that you help it ... help you. This message was prepared by WLRG as a public service.

NEWS RELEASE

TAKE PART IN BURGLARY PREVENTION WEEK JUNE 23 THROUGH 29, 1974.

"H.I.T." PROGRAM OPERATION.

THE "H.I.T." PROGRAM IS NOW IN OPERATION. ALL OUR EFFORTS WILL BE IN THE FIELD OF BURGLARY PREVENTION, APPREHENSION, SURVEILLANCE AND PUBLIC EDUCATION.

ALL BURGLARY DATA SINCE 1968 HAS BEEN COMPILED AND ENTERED INTO THE COMPUTER. A SYSTEMATIC ANALYSIS APPROACH WILL BE USED TO IDENTIFY BURGLARY PATTERNS. PRIMARILY IN TERMS OF GENERAL LOCATION, THE TYPE (COMMERCIAL OR RESIDENTIAL) BY THE DAY OF WEEK, BY THE WEEK, BY THE MONTH, AS RELATED TO TIME PERIODS OF THE DAY.

THESE TIME SPATIAL RELATIONSHIPS WILL BE UTILIZED FOR THE PURPOSES OF SPECIAL FORCE AND EQUIPMENT ALLOCATION ON A FLOATING TARGET BASIS.

PUBLIC SERVICES OFFERED BY THE "H.I.T." SQUAD ARE AVAILABLE AS FOLLOWS:

WE ASK THAT YOU LET US MEET WITH YOUR GROUP, THE NEIGHBORHOOD CIVIC LEAGUES, THE CHURCH GROUPS, CLUBS AND ETC. CALL 981-2761.

WE ARE PREPARED TO MAKE HOUSE CALLS FOR SECURITY SURVEYS OF HOMES AND YOUR BUSINESS.

A MASSIVE DISTRIBUTION OF BROCHURES WILL BE UNDERTAKEN THIS WEEK WITH THE AID OF LOCAL GROCERY CHAINS.

BURGLARY PREVENTION IS LARGELY DEPENDANT UPON YOU, THE HOME OWNER, THE SHOP OWNER, OR THE STORE MANAGER. LET US HELP YOU HELP YOURSELF.

OPERATION IDENTIFICATION: ENGRAVING YOUR SOCIAL SECURITY NUMBER ON ALL YOUR PERSONAL PROPERTY MAINLY THE ITEMS THAT THE BURGLAR WILL LOOK FOR.

ELECTRIC ENGRAVERS HAVE BEEN PLACED AT ALL FIRE STATIONS. VISIT THE FIRE STATION OR THE POLICE DEPARTMENT AND PICK UP AN ENGRAVER AND MARK YOUR PROPERTY.

IN CASE OF THE ELDERLY AND SHUT-INS, WE WILL ASSIST YOU, JUST CALL 981-2761.

IN USING YOUR SOCIAL SECURITY NUMBER, RECOVERED PROPERTY CAN BE IDENTIFIED. YOUR DRIVER'S LICENSE WILL HAVE YOUR SOCIAL SECURITY NUMBER ON IT IN THE FUTURE.

IDENTIFYING NUMBERS WILL BE COMPUTERIZED FOR QUICK IDENTIFICATION.

FOLLOW-UP CONTACTS WILL BE MADE WITH BURGLARY VICTIMS AND OTHERS IN THE NEIGHBORHOOD TO PROMOTE THE IDENTIFICATION PROGRAM.

NEIGHBORHOOD WATCH OR NOSEY NEIGHBOR PROGRAMS WILL BE ACTIVATED ON A FULL TIME BASIS.

WE HOPE TO ENLIST THE AID OF THOSE WHO HAVE HAD EXPERIENCE IN ORGANIZING THESE PROGRAMS IN THE PAST. THIS WILL BE OPERATED ON A BLOCK BY BLOCK BASIS.

WE NEED REPRESENTATIVES IN EACH BLOCK. IF YOU ARE AVAILABLE TO HELP US ORGANIZE THE MEETINGS, PLEASE CALL 981-2761.

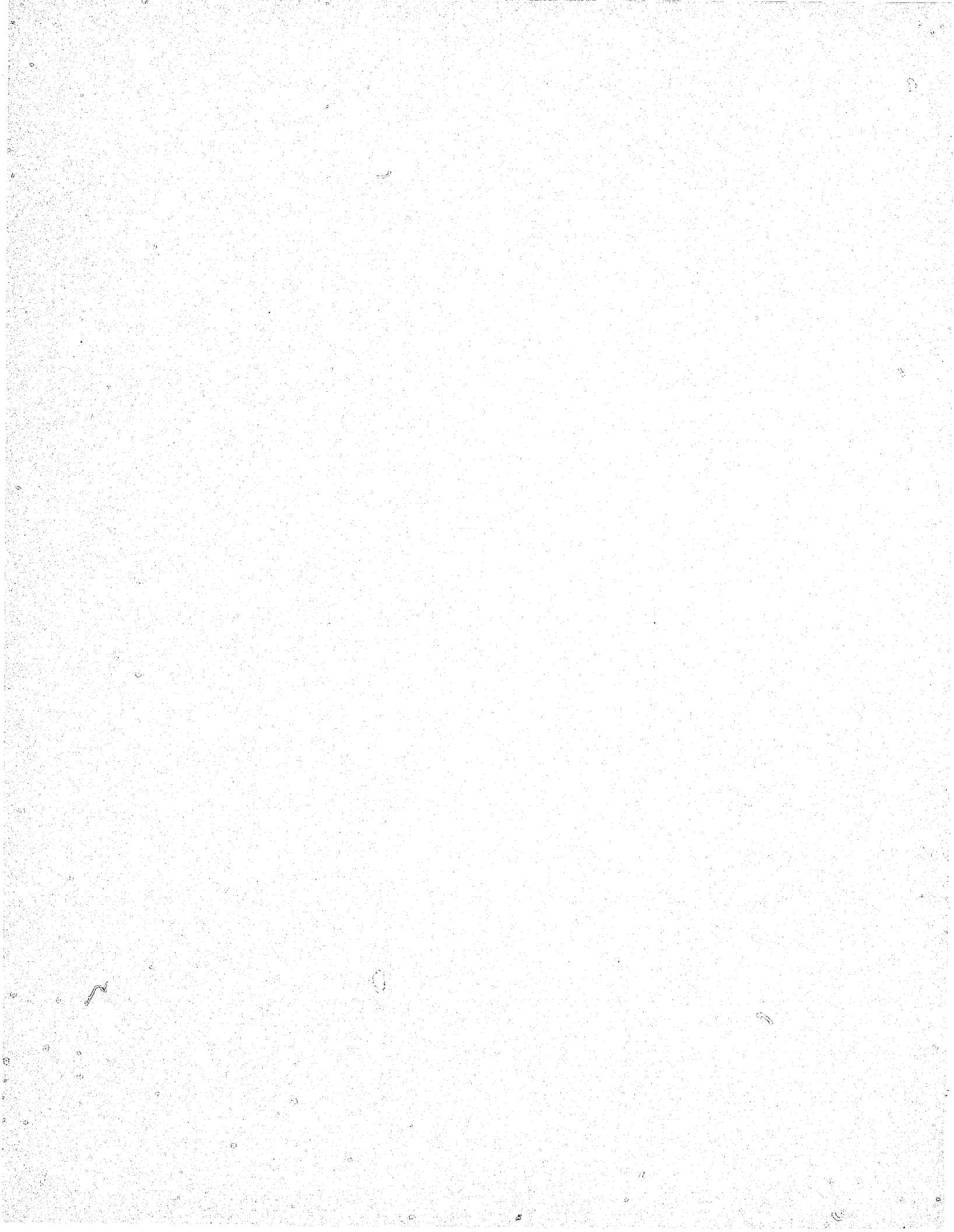
DEVELOPING AND UTILIZING CONFIDENTIAL INFORMATION SOURCES ON PLANNED BURGLARY ACTIVITIES.

WE URGE ANY CITIZEN WHO HAS INFORMATION ON A BURGLARY, EITHER ONE THAT HAS HAPPENED IN THE PAST OR ONE THAT IS ABOUT TO HAPPEN, TO CALL 343-0908. THIS IS A CONFIDENTIAL PHONE AND YOU DO NOT HAVE TO IDENTIFY YOURSELF, JUST TELL US WHERE AND WHEN THE BURGLARY IS GOING TO TAKE PLACE. IF YOU WISH TO GIVE YOUR NAME, IT WILL BE KEPT STRICTLY CONFIDENTIAL. THE NUMBER IS 343-0908.

IF YOU KNOW WHERE STOLEN GOODS ARE BEING STORED, CALL 343-0908.

REMEMBER: FOR PUBLIC APPEARANCES AND TALKS, WE NEED AN INVITATION FROM YOU.

CALL THE "H.I.T." SQUAD AT 981-2761.



END