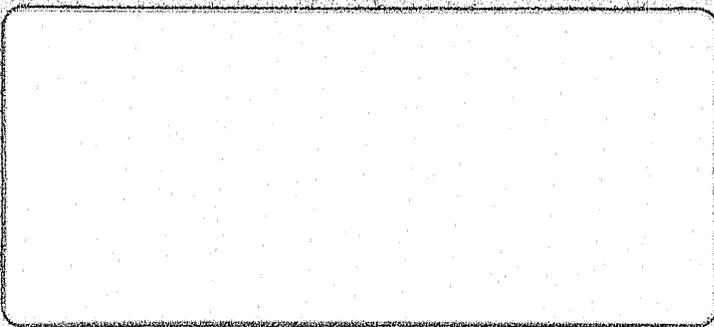


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HUBERT WILLIAMS
POLICE DIRECTOR

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AUG 4 1983

ACQUISITIONS

NEWARK FEAR REDUCTION PROGRAM

October 19, 1983

PRINCIPALS OF THE FEAR REDUCTION PROGRAM

Kenneth A. Gibson Mayor

Hubert Williams, Director, Newark Police Department
Charles Zizza, Chief, Newark Police Department

Captain Joseph J. Santiago, Coordinator, Fear Reduction Program
Maria M. Cardiellos, Assistant Coordinator, Fear Reduction Program

Directed Patrol Task Force

Lieutenant Harold Gibson, Team Leader
Sergeant John Dough, Squad Leader
Sergeant David Dzibela, Squad Leader
Sergeant Earnest Newby, Squad Leader
Detective Allan Howard, Resource Coordinator

Neighborhood Clean-Up Program

Deputy Chief Evans, Commander, Youth and Community Service Division
Captain Joseph Rox, Commander Youth Aid Bureau
Lieutenant John Feind, Coordinator Youth Aid Bureau, Fear Reduction Program
Sergeant Andrew Turner, Work Site Supervisor, Fear Reduction Program

Barbara Sacks, Aide to the Mayor
Robert P. Lipscher, Administrative Director of New Jersey Courts
Nicholas Fiore, Chief Probation Officer, Essex County Probation Dept.

Community Service Center

Captain George Dickshied, West District Commander
Captain Charles Knox, South District Commander
Sergeant Kenneth Williams, West Police-Community Service Center
Sergeant Frank Howard, South Police-Community Service Center

Directed Police Citizen Contact Program

Captain George Dickshied, West District Commander
Captain Charles Knox, South District Commander
Sergeant Kenneth Williams, West Citizen Contact Coordinator
Sergeant Frank Howard, South Citizen Contact Coordinator

A.C.T. Newsletter

Sergeant Earnest Newby, Editor
Detective William Caufield, District Coordinator
Detective Allan Howard, Graphics

INTRODUCTION

The most crucial element of success within a society is that of collaboration. So it is the reason that the Newark Fear Reduction Program has founded its goals on the collective effort of all facets of the community. More than directing the forces of the Police Department solely in an enforcement mode, the program has sought to extend beyond traditional methods, and to reach for the support and participation of all members of our society. Rather than allowing the job of crime prevention, law enforcement, and societal upgrading to lie solely in the hands of the Police Department, it has long been realized that such an agency cannot do the job without help. We have therefore called upon government, commerce, education, and community members to provide any and all support in order to succeed at such a grand task.

More often than necessary, problems are eliminated by treating the result of the controversy. The goal of our program, however, is to deal with the causes, rather than the effects of any given conflict. It is because of this that we will not only continue to reduce the potentiality of criminal activity, but also seek to create an environment that strives for excellence, free from fear and apprehension of urban living.

Uniquely a quality of the Newark Fear Reduction Program, the Department has acquired commitments from all significant city branches to cover the broad spectrum of urban policy making. Therefore, after identifying the subject of consideration, these areas of specialization can be treated by those respective agencies with the greatest degree of skill and accuracy. Working as part of a greater whole, it is expected that all interdependent parts will join forces in order to re-create a city endowed with excellence.

As part of the Fear Reduction Program, various programs have been designed in order to create a finer relationship between community members and the city government at large. As components of a greater whole, it has become apparent that our Fear Reduction Program has become an ACT - an enactment - of our duties to enhance the quality of life within our city. We view each element of this composite as an act in the play of life...

Act I, our newsletter titled A.C.T.-Attack Crime Together- serves as our informational basis. With this we form a bridge of communication between the Police Department and community members;

Act II, the Directed Patrol Task Force employs innovative methods in order to transmit the gravity of the issue to both community members and the existing criminal element;

Act III, the Community Service Center provides a close source of information and aid to surrounding residents;

Act IV, the Neighborhood Cleanup Program, comprised of Urban Renewal and Juvenile Conference Committee, deals with physical manifestations of crime as well as creating a sense of growth and discipline with juveniles participating in the program;

Act V, the Directed Police-Citizen Contact Program, strives to discover the experienced problems as perceived by the public through questionnaires utilized during door-to-door visits;

and finally, the Self Esteem Enhancement Program which culminates the essence of our play in Act VI, rewarding the youths for their efforts. We strive to crystalize the relationship between law enforcement and the community. Together, we shall succeed in our battle against fear and crime.

ACT I: NEWSLETTER

A newly devised Departmental approach, our Newsletter -A.C.T.- Attack Crime Together - synthizes the essence of our entire program. More than providing information relative to the city at large, our newsletter establishes a line of communication between law enforcement and neighborhood residents. Moreover, it invites all members to join in the efforts to combat crime and to improve the quality of life within our city. Fully aware that this task cannot be accomplished alone, the Department encourages all citizens to cease their dormancy and encourages active participation in city renewal.

With the realization that little information often transforms itself into manipulated information, the quality of the article is of great concern to our Department. Filled with as much interesting information as possible, the publication seeks to provide methods of preventing crime to its readers. Along with crime prevention articles, announcement of neighborhood meetings, and information relative to the apprehension and/or case-solving of possible crimes, the newsletter also provides the resident with "good news" as opposed to the negative impression that might exist regarding "rampant crime." With the same sort of notion in mind, one of two versions includes statistics reflective of crime data for a particular area of circulation. In this manner citizens are given a realistic impression of criminal activity and are encouraged to join in the effort to reduce these numbers.

Citizen participation, along with the collective efforts of all facets of the society will not only prove to reduce apprehensive regard crime, but will actually reduce the activity itself. As a force, we shall Attack Crime Together...

ACT II: THE DIRECTED PATROL TASK FORCE

The Directed Patrol Task Force was designed to increase Police visibility in field operations in the effort to make the public feel more secure and less fearful. The methods and techniques adopted for the utilization within the program provides the Department with an efficient flexible enforcement strategy that allows for the quick deployment of officers in a manner that demonstrates that the police are on the scene and in control of the situation.

The selection and training process adopted by this program element ensures that vigorous enforcement strategies can be conducted with a relative degree of sensitivity and concern for individual rights. As a result of this balanced approach, these programs have been widely accepted and acclaimed by the Newark citizenry. Due to the many years of fiscal cutbacks and reductions of the Department's table of organization, one of the difficulties experienced in the development of the program was the absence of manpower availability. In order to overcome this impediment, a unique manpower allocation formula was developed which utilizes support and auxiliary personnel for a specified period within the patrol operation.

The net effect and result of this process has been two-fold: first, a valuable manpower pool is made available within the patrol division for the program; second, an educational and training objective is accomplished by the reassignment of officers long disassociated with field operations. Finally, an essential ingredient to our resource allocation formula is the principal of equity which insures that all personnel utilized for this program are affected equally.

The utilization of many recently developed strategies by the Directed Patrol Task Force, when combined, strive to reduce citizens' fear of crime and create a more comfortable environment for the community to prosper in. Selective Area Field Enforcement (SAFE), is directed at the clusters of persons, particularly juveniles who congregate in public areas and subsequently create a feeling of tension among residents. With the continued dispersment of such groups, it has been realized that like situations diminish in their occurrence, and subsequently alleviate neighborhood fears and concerns, as well as the potentiality for crime itself.

In order to demonstrate police presence and control, operations such as a Roadcheck and Radar enforcement are also conducted. By interrupting the natural flow of traffic, the Department not only encounters non-qualified drivers or incapacitated ones which prove to be a hazard, but also communicates a message of law enforcement and ensured safety to surrounding law-abiders. With the proper training, we have been able to conduct these procedures with the greatest degree of skill and sensitivity.

Bus Checks, the BUS'T Crime Program, makes it a practice of randomly selecting public transportation vehicles and conducting inspections to identify passengers engaged in disruptive or disorderly behavior. Disorderly conduct often creates a sense of uneasiness within other passengers and subsequently heightens levels of fear. Passenger eviction for such behavior often results in a diminution of passenger fear.

The final component of the intensified enforcement program is the institution of Walk and Ride Patrols (WAR). Similar to other components, it allows the patrol officers to directly communicate with the Public they serve. Rather than allowing any sort of communication gap to continue to exist between law enforcement and community residents, WAR provides both parties with an opportunity to develop a working relationship for the excellent enhancement of everyone's surroundings.

ACT III: COMMUNITY SERVICE CENTER

Demonstrative of old-style policing, the Community Service Center seeks to re-establish lines of communication by increasing the proximity between the community and its law enforcers. Commonly referred to as a "storefront," the Center serves as a meeting place for community residents and groups to discuss causes of criminal activity and common community concerns.

Equally important, the Center performs duties similar to those of a precinct. Reports are taken of criminal activity, follow-up of cases are disseminated to the particular citizen, and the Directed Police-Citizen Contact Program is coordinated. Among its other duties, the Center also makes referrals to appropriate agencies when reports of a non-criminal nature are presented.

Through increased communication with the public, the Community Service Center plays an extremely vital role within the neighborhood. The Center provides the opportunity for residents to communicate with, and experience a degree of individualized treatment by their Police Department, and, subsequently increase their comfort within their community.

ACT IV: NEIGHBORHOOD CLEANUP PROGRAM

A combination of two elements, the Neighborhood Cleanup Program seeks to combat the physical manifestations of fear and crime within our city. Composed of Urban Renewal and the Juvenile Conference Committee component, each joins to collaborate the efforts of our city government, the court system, and the Police Department, in order to successfully improve the surroundings of the City, and, by doing so, improve its' quality of life.

Committed to intensify its efforts to repair streets, demolish abandoned buildings and maintain garbage collection and the like, city government has ensured the prioritization of these duties for the duration of our program.

The second component of the Neighborhood Cleanup Program establishes a system which assigns juveniles arrested for minor acts of delinquency or first offenders to appear before a Juvenile Conference Committee. Upon appearing before the Conference Committee, juveniles shall be given the option of performing community service activities or appearing before a juvenile court judge for case adjudication.

Juveniles who accept the community service sentencing option will be required to attend a joint Police Department/Board of Education program training session which will emphasize the values of discipline, teamwork, good work habits, and, responsible and cooperative community living.

Program activities will consist of general cleanup activities such as removing graffiti, vacant lot and street cleanup, and area beautification, within sections of the city the youths reside

or committed their offense. Supervised by Departmental members, it is hoped that the youths will view Newark police officers in a positive manner rather than a symbol of the establishment which they feel pressed to combat.

While the announced objective of the Clean-up Program is the removal of the physical manifestations of crime and disorder within specific' neighborhoods, of equal importance is the opportunity afforded to area youths to experience a sense of pride and accomplishment in observing how their efforts can provide a safe and clean environment within which they can live and prosper.

Additionally, the positive interaction of such youths with neighborhood residents is expected to exceed the tangible benefits of enhancing the physical environment through the development of a community process which addresses the initial cause of most crime and community fears, namely, juvenile behavior.

ACT V: DIRECTED POLICE - CITIZEN CONTACT PROGRAM

The Directed Police-Citizen Contact Program, in which motor patrol officers initiate positive and meaningful contacts with community households and businesses, is an effort to achieve a solid foundation of understanding between the police and the public it serves. This program provides community residents with an opportunity to communicate their needs and expectations to their police department, while individual police officers are given the opportunity to demonstrate a sense of caring and empathy regarding the needs and expectations for the community.

The goal of this process of identification of needs and interaction is the reduction of citizens' fear of crime. Selected police officers are supplied with a questionnaire form which is completed when target area residents and businesses are contacted. This door-to-door program is coordinated by a police supervisor assigned to the Police Community Service Center. At the Center's monthly meetings, citizens who responded to these police interviews are given the opportunity to learn what actions were taken concerning their complaints. These complaints can range from abandoned buildings to criminal activity. A unique feature of this program is the commitment of other city agencies to correct citizens' valid complaints, adding credence to the entire program.

It is hoped by this teamwork approach of the police and community, that the attendant partners of crime and disorder can be minimized. The final result would then be broadening of both the police officer and citizens' awareness of each other's needs.

ACT VI: SELF ESTEEM ENHANCEMENT PROGRAM (S.E.E.)

In order to offer positive enducements to youths to refrain from loitering in public places and to enhance their self esteem, our Department in conjunction with the Board of Education has decided to provide additional recreational and educational opportunities during the evening hours. These activities include dancing, boxing, basketball, and other sports, arts and crafts and reading opportunities. These program shall be supervised by Board of Education employees and police officers as well as by members of community

groups. The S.E.E. Program shall not only offer an alternative location for recreational activities but will also seek to enhance young peoples' self esteem by teaching them new skills and allowing them an opportunity to achieve success in various ways.

Full implementation of this program shall take place pending final authorization by the Board of Education of Newark.

APPENDIX

ACT I: NEWSLETTER

ATTACK CRIME TOGETHER

POLICE DEPARTMENT
NEWARK NEW JERSEY

PUB 4

MEMORANDUM FROM THE POLICE DIRECTOR 83-178

October 1, 1983

TO: ALL COMMANDS

FROM: POLICE DIRECTOR

SUBJECT: DEPARTMENTAL PUBLICATION OF POLICE COMMUNITY NEWSLETTER

I. INTRODUCTION

In order to establish a working line of communications between the police and residents of target area neighborhoods, this department will initiate the publication of a monthly newsletter titled A.C.T. (Attack Crime Together) beginning November 1st, 1983.

The publication of a newsletter is one of several experimental study projects developed by this department that will be tested and evaluated for a one year period under terms of a "Fear Reduction Program". The Fear Reduction Program identifies a research effort being conducted by the Police Foundation to determine the merits of various police enforcement and police community integrated approaches not only for combatting criminality but also to alleviate those types of conditions which provoke citizen fears of victimization.

II. PURPOSE

The publication of a newsletter is expected to:

- (1) Provide a vehicle for the provision of accurate information about crime, neighborhood community interest and positive police activities;
- (2) Stimulate citizen interest about current problems and encourage problem solving;
- (3) Assist residents in identifying more closely with officers patrolling their neighborhoods and;
- (4) Serve as a vehicle to dispel unfounded rumors.

III. RESPONSIBILITIES FOR PUBLICATION

A. EDITOR AND EDITORIAL STAFF

A Superior Officer assigned to the Office of the Police Director shall be designated as the newsletter editor.

The newsletter editor shall direct and coordinate the publication of the newsletter by:

- (1) Instructing and directing his staff and contributing news sources with respect to the procedures for the preparation character and scheduled dates of submission for news article information;

POLICE DEPARTMENT
NEWARK NEW JERSEY

- (2) Editing all copies submitted for publication;
- (3) Preparation of draft copies for review by an Editorial Board prior to final layout and typeset;
- (4) Proof reading draft copies and ensuring delivering of photo-ready news copy to designated printing agencies; and
- (5) Directing the distribution of newsletters via mailing and/or delivery to designated distribution points.

B. NEWSLETTER CONTRIBUTORS

Newsletter content shall be composed of edited information submitted by commanding officers or personnel of the following units:

- (1) Police Director's Office,
- (2) South District Station,
- (3) West District Station,
- (4) Crime Analysis Unit,
- (5) Crime Prevention Unit, and
- (6) Community Service Centers

The format of the newsletter requires that all of the foregoing units prepare and submit a news article for publication on a regular monthly basis. Commanding officers or designated personnel of the foregoing named units shall be responsible for the preparation and submission of news articles to the newsletter editor that will properly reflect the nature of their duty assignments while being of such informative and useful interest as to achieve the expressed purpose of newsletter publication stated in Section III of this memo.

C. GENERAL NEWSLETTER CONTENT SUBMISSIONS

Individual members of this department, responsible citizens or community group representatives will also be granted the opportunity to submit news information for publication.

- (1) Departmental members having information they consider appropriate to the newsletter format shall submit reports to that effect, through routine administrative channels, to the newsletter editor.
- (2) Citizen and Community Group contributions will be solicited by the newsletter editor via commentary made in the newsletter.

D. NEWSLETTER PRINTING

Responsibilities for layout, typesetting and photo-ready copy preparation and printing shall be handled by previously determined City and business agencies.

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POLICE DEPARTMENT
NEWARK NEW JERSEY

E. NEWSLETTER MAILING

1. The A.C.T. newsletter editor shall be responsible for the addressing and delivering of newsletter copies to the R&I Bureau.

The Superior-in-Charge of the R&I shall:

- A. accept and direct the application of postage to copies of the A.C.T. newsletter once a month
- B. Direct the delivery of stamped copies of newsletter to the Post Office

IV.

NEWSLETTER DISTRIBUTION

A. AREA

Newsletter distribution will be limited to two target area neighborhoods designated as S-1 and W-1, located in South Sector 512 and West Sector 416 respectively

1. Target area W-1 will be provided with a monthly distribution determined by the Office of the Police Director. This distribution will be made via handout by the Police Community Service Center personnel in conjunction with Community Work-Service juveniles, local businesses, Auxiliary Police and neighborhood volunteers.
2. Target area S-1 will be provided with a distribution determined by Office of the Police Director which will be delivered via first class mailing.

In order to evaluate what influence crime statistics may or may not have on the level of citizens fear of crime, a designated sample of the total number will contain crime statistics reflecting the incidents of criminality within the designated boundaries. The Police Foundation shall conduct a survey at the end of a six month circulation period to ascertain what, if any, impact was experienced by those recipients of newsletters with crime statistics as compared with recipients who received newsletters without crime statistics. Contingent upon the results of this survey the newsletter format shall be modified so as to include or exclude crime data.

V.

PUBLICATION AND DISTRIBUTION SCHEDULE

- A. The editorial staff, contributing news units and printing agencies shall adhere to the following activity schedule:
 1. news submissions shall be submitted to the newsletter editor on or before the second Friday of each month with the exception of crime statistics which will be submitted on the third Friday of each month.

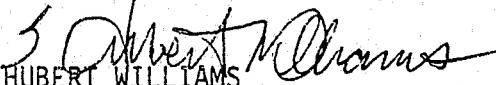
POLICE DEPARTMENT
NEWARK NEW JERSEY

2. edited draft copies shall be submitted for type-setting, layout, and proofing at the beginning of the third week of each month
3. printing shall be completed during last week of each month
4. Mailing and direct hand to hand distributing will be completed during first seven days of each month

VI. RESPONSIBILITY FOR COMPLIANCE

Supervisory and command officers are responsible for understanding and compliance with the provisions of this memorandum.

By order of:


HUBERT WILLIAMS
POLICE DIRECTOR

ACT II

DIRECTED PATROL TASK FORCE

SUBJECT: DIRECTED PATROL TASK FORCE RESOURCE ASSIGNMENT MODEL			G.O. NUMBER 83-2 (new)
			EFFECTIVE DATE: September 12, 1983
SUPERSEDES: (new)	ORDER: (new)	DATED: September 8, 1983	SECTION CODE: 0-6

This order consists of the following sections:

- I. PURPOSE
- II. OPERATIONAL COMPONENTS
- III. PATROL TASK FORCE COMMAND STRUCTURE
- IV. DIRECTED PATROL TASK FORCE RESOURCE BASE

I. PURPOSE

This General Order delineates a resource identification assignment model wherein existing Departmental human resources can be utilized to address patrol service demands, through the establishment of a Directed Patrol Task Force. The Resource Assignment Model will serve as a mechanism to facilitate the supplementing of Patrol Division personnel with those personnel from other Divisions.

II. OPERATIONAL COMPONENTS

Utilizing an organizational structure based upon the split force concept, this Department shall adopt a resource allocation model which provides for:

- A. Basic Patrol/Service Force: Consisting of the existing Patrol Division structure, and
- B. Directed Patrol Task Force: Consisting of an established force of patrol personnel which shall be mobilized at pre-determined dates to:
 - (1) Undertake concentrated enforcement strategies
 - (2) Conduct specific hazard-oriented patrols, and
 - (3) Augment the efforts of the existing Basic Patrol Force.

III. Directed Patrol Task Force Application: The Task Force can be employed to:

- (1) Conduct pre-determined programs designed to reduce the fear of crime,
- (2) Conduct hazard-oriented patrol operations,
- (3) Provide a secondary resource base for the Basic Patrol element, (i.e. at times when service demands are high (as in summer months) or when patrol resource levels are low, (as in peak vacation periods),
- (4) To minimize the hazard-oriented patrol responsibilities of the Basic Patrol element.

(5) Conduct specific enforcement strategies at pre-determined sites and times in the form of, but not limited to:

- (1) SAFE Operations
- (2) Roadcheck Operations
- (3) Bus checks
- (4) Walk and Ride (WAR) Patrols
- (5) Radar Enforcement
- (6) Prostitution enforcement

IV. PATROL TASK FORCE COMMAND STRUCTURE:

In order to provide the requisite coordination of activity and to ensure continuity in Task Force operations, the Directed Patrol Task Force shall consist of:

A. Task Force Operations Leader:

A superior officer whose duties shall consist of:

- 1) Directing the field activities of Task Force personnel
- 2) Implementing the identified enforcement strategies within selected target sites,
- 3) Determining the temporal and geographic applications of Task Force operations,
- 4) Advising the Department Resource Coordinator of resource requirements,
- 5) Establishing the operational duties of Task Force personnel,
- 6) Submitting a monthly activity report to the Police Director by the 5th of each month detailing the Task Force operations and activities for preceding month,
- 7) Submitting a copy of the Task Force Squad Leader's daily operational Synopsis to the Task Force Resource Coordinator,
- 8) Conducting all supervisory functions consistent with General Order 80-1, Responsibilities of Command and Supervisory Personnel

B. Task Force Squad Leaders:

A superior officer whose duties shall consist of:

- 1) Operating under the directions of the Task Force Leader, ensuring the effective and efficient deployment of Task Force Operational Personnel

- 2) Conducting all supervisory functions consistent with General Order 80-1 Responsibility of Command and Supervisory Personnel.

C. Task Force Operational Personnel:

Shall consist of selected District Station patrol personnel, assigned to fixed shifts, who will actively engage in various directed patrol enforcement strategies

D. Task Force Resource Coordinator: Shall be a Superior Officer who shall be responsible for the following duties:

- 1) Develop and maintain a listing of the Department's human resources
- 2) Maintain appropriate records pertaining to human resource identification and utilization,
- 3) Coordinate activities of designated Resource Coordinators within each Departmental sub-division,
- 4) Establish and maintain a resource identification and procurement model based upon an equitable assessment of resources within each Division,
- 5) Assign available resources to designated commands and establish necessary controls to ensure the accountability and integrity of the assignment process,
- 6) Secure from Task Force Operations Leader the dates and times of enforcement operations.

V. DIRECTED PATROL TASK FORCE RESOURCE BASE: In order to provide the requisite human resource base for Task Force operations, a resource identification/assignment mechanism has been established wherein selected non-patrol personnel shall be re-assigned to field patrol duties to replace a like number of patrol personnel designated for Task Force operations.

The utilization of non-patrol personnel to replace Task Force personnel is founded upon a desire to realize the full potential of the Department's human resources through a process which provides for the effective and efficient deployment of personnel in order to focus upon specific problems in patrol service delivery and enforcement demands.

VI. RESOURCE ASSESSMENT/ASSIGNMENT PROCEDURE: In order to facilitate the assessment and assignment of Departmental resources diverted to supplement Task Force operations, the following procedure shall be in effect:

- (1) The Department Resource Coordinator shall maintain a roster of all available non-patrol personnel detailing: the names, rank, assigned tours of duty, current work assignment, and current medical status.
- (2) Based upon an assessment of non-patrol rosters, the Resource Coordinator shall disseminate to all involved commands a roster of personnel to be utilized for patrol duties during Task Force operations.
- (3) Each Division shall designate one officer as the Division Resource

Coordinator. The Departmental Resource Coordinator shall be advised of the name and telephone extension of said individual.

- (4) Each month, the Task Force Operations Leader shall project the dates and times that Task Force operations shall be in effect and notify the Department Resource Coordinator of the resource requirements for each operation.

NOTE: Task Force Projections shall be issued one month prior to actual Task Force operations. (i.e. dates for July operations to be provided before June 1st)

- (5) The Department Resource Coordinator shall assess the resource requirements of each command based upon a percentage ratio of available non-patrol personnel. (i.e. Detective Division constituting 52% of total resources shall constitute one-half of the assessed resource base-per day).
- (6) Upon receiving the dates of Task Force operations, the Department Resource Coordinator shall notify the involved commands of their respective resource requirements. (i.e. number of officers to be utilized on designated dates). Through the use of the Resource Assignment form DPI:1898
- (7) Division Resource Coordinators shall schedule their personnel to fulfill their patrol duty resource requirements utilizing the criteria of dedicating each officer to perform at minimum one day of patrol duty per month.

Division Command Assignment Officers shall provide the Resource Coordinator with the name and squad assignments of personnel designated for dates needed by the Patrol Task Force Team Leader.

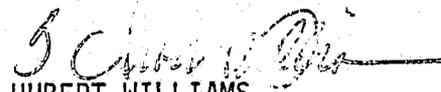
- (8) Division Resource Coordinator shall cause the Department Resource Coordinator to be notified through the execution of the Resource Assignment Form (DPI:1898) of the personnel selected for patrol duty on the dates designated in the Resource Assignment Form.
- (9) Upon receipt of the Resource Assignment Form from each command, the Department Resource Coordinator shall designate the District command and reporting time for each officer and return the form to the Command Resource Coordinator to facilitate the notification of assigned personnel
- (10) A Departmental Resource Assignment Chart shall be developed by the Department Resource Coordinator and shall serve as a control mechanism to ensure that equity exists in the assignment of non-patrol personnel.
- (11) In instances wherein assigned personnel are unable to fulfill their patrol duty assignment, the Division Resource Coordinator shall provide the necessary replacements and notify the Department Resource Coordinator of same. All such notifications shall be in a timely manner.
- (12) In situations where a change in work date assignments is requested, the individual Division Resource Coordinator must:

- (a) Notify the Departmental Resource Coordinator of the requested change and, upon approval of such change;
- (b) Notify the assignment officer of respective District Commands of the change and personnel affected.

In all instances, personnel reassignments shall not be instituted without the prior approval of the Department Resource Coordinator.

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By Order Of


HUBERT WILLIAMS
POLICE DIRECTOR

POLICE DEPARTMENT
NEWARK NEW JERSEY

April 9, 1982

MEMORANDUM NUMBER 82 - 68

TO: ALI COMMANDS

FROM: POLICE DIRECTOR

SUBJECT: IMPLEMENTATION OF SELECTED AREA FIELD ENFORCEMENT (SAFE) PROGRAM

1. Effective April 12, 1982, this Department shall implement the Selected Area Field Enforcement (SAFE) Program. This Memorandum shall define the program's scope of operations and the responsibilities of District Commanders engaged in SAFE operations within their respective commands.

2. GOAL

The Selected Area Field Enforcement (SAFE) program is designed to reassure the general public that the Newark Police Department is actively engaged in the prevention of crime and the protection of law-abiding citizens.

In this context, the fear of crime, which is so prevalent in our urban societies, can be diminished and a greater respect and appreciation of the police service realized.

3. OBJECTIVES

The SAFE operations program - through a process of vigorous field enforcement by concentrated force of patrol officers - is a patrol-oriented program designed to commit a substantial number of patrol personnel to selected target areas in order to:

- a. emphasize, to potential offenders, that the police are aware of their identity, presence, and activity in the community;
- b. effectively reduce the opportunity for criminal misconduct by depriving potential criminals of their initiative in selecting the time, place, and circumstances for the commission of crimes;
- c. effect the arrest of individuals presenting a substantial risk or hazard to the community, and
- d. reduce the public's perception of fear through the establishment of a viable police presence within each District command.

4. SCOPE OF SAFE OPERATIONS

- a. The District SAFE programs shall involve the application of uniformed District Station and Tactical Patrol personnel within quadrants designated as principle hazard locales and/or areas involving substantial and continuous criminal activity.

- b. SAFE operations shall be a coordinated effort whereby personnel from each District command are assembled as a patrol task force within a selected District to effect the removal of actual or potential offenders from targeted areas.

The Tactical Patrol Force shall provide either close or general support to all SAFE operations.

- c. The Patrol Division Commander shall coordinate the activities of the four (4) District commands comprising the SAFE task force, and the activities of other Departmental elements (i.e., Record Bureau, Communications Bureau, Staff Services Division, etc.) whose services are essential for effective SAFE operations.
- d. SAFE operations are to be conducted in accordance with a schedule of operations established by the Patrol Division Commander.
- e. SAFE operations will entail: the identification of principle hazard/crime locations; advance warning to potential offenders that individuals actively engaged in criminal activity or reasonably suspected of engaging in criminal activity that they may be subject to arrest, or field inquiry; the application of a significant patrol force to the area to affect the removal, interrogation and/or arrest of individuals identified as actual or potential offenders; and the documentation of all activity through the arrest or field interrogation process.

5. RESPONSIBILITIES OF DISTRICT COMMANDERS

- a. To facilitate the implementation of the SAFE patrol concept, District Commanders shall:
 - (1) designate a location or series of locations within their District for SAFE operations; (Target areas shall be identified on the basis of citizen/community input and the analysis of crime data).
 - (2) determine the level of human and material resources required to formulate SAFE operations within their command areas;
 - (3) in conjunction with the Division Commander and District/Bureau commanders, effect the procurement of the requisite resources for a SAFE operation within their command area. (i.e., adjustment of schedules, utilization of available at-large patrol personnel from each District, utilization of restricted-duty personnel for in-house arrest/interrogation processing, utilization of available Tactical Patrol personnel, provision of requisite personnel by the Records or Communications Bureau, utilization of frequency 5 for the coordination of SAFE operations, etc.)

- (4) in accordance with a schedule established by the Patrol Division Commander, determine the time and date of the SAFE operation within their respective District areas, and
 - (5) effect the SAFE operation within their command by personally directing said operation on the prescribed date. (District Commanders to direct SAFE operations in uniform).
- b. Upon establishing the time and date of a SAFE operation, the District commander shall formulate the SAFE patrol task force which may consist of:
- (1) SAFE "spotter" Unit: consisting of an unmarked vehicle which shall monitor the target areas, prior to - or - immediately following SAFE operations.
 - (2) SAFE "lead" Unit: consisting of a marked or unmarked patrol vehicle equipped with a public address system and emergency lighting system which shall circulate through the designated quadrant in systematic pattern prior to the SAFE operation.
 - (3) SAFE Van: consisting of a District wagon which shall be utilized for the transportation of individuals held for interrogation or arrest processing.
 - (4) SAFE Supervisory Unit(s): consisting of field supervisor(s) operating under the direction of the District Commander.
 - (5) SAFE Field Units: consisting of several patrol teams which shall effect the removal of persons designated by the SAFE commander or supervisors as interrogation or arrest subjects.
 - (6) SAFE "support" Units: consisting of Tactical Patrol supervisory and patrol personnel - under the overall direction of the District Commander - who shall provide general support by: (a) standing by at a pre-determined location, or (b) provide perimeter patrol coverage around the designated SAFE quadrant(s).
 - (7) SAFE "processing" Personnel: may consist of restricted-duty personnel gleaned from each command who shall be retained within the involved District command to facilitate the processing of interrogation or arrest subjects.
 - (8) SAFE Record Bureau element: consisting of at least one (1) Records Bureau officer to facilitate the processing of interrogation or arrest subjects by the Records and Identification Bureau.

- (9) SAFE Operations Frequency: utilization of frequency 5 (Tac Channel) to coordinate the field operations of the SAFE task force. Said channel may be manned by existing Tactical Patrol dispatch personnel or Communications Bureau dispatch personnel. Frequency 5 may be utilized to:
- (a) coordinate the field activities of District and Tactical Patrol field elements, and/or
 - (b) effect the on-site record checking of interrogation subjects through direct communication with the SAFE Record Bureau element.

6. PATROL PROCEDURES

a. SAFE Site Selection

- (1) Pre-Operations Tour: prior to the commencement of SAFE operations, the District Commander shall assign the SAFE "spotter" unit to conduct a District surveillance of previously designated target quadrants. This process being effected in order to determine the existence and/or scope of activities to be addressed at each designated site.

Based upon the data obtained from the District surveillance, the District Commander may:

- (a) select the sites or quadrants which shall be the focus of SAFE operations, and
 - (b) establish a target area priority, in which the application of SAFE personnel to designated areas can be undertaken in a systematic manner.
- (2) Site Monitoring: based upon the determination of target priorities, the District Commander may deploy the SAFE "spotter" unit to a selected area to monitor the activities of individuals prior to - and - immediately preceding the SAFE Operations Alert.

- b. SAFE OPERATIONS ALERT: approximately fifteen (15) minutes prior to the initiation of a SAFE operation, the District Commander shall deploy the SAFE "lead" unit to the targeted quadrant.

The SAFE Alert may be effected in the following fashion:

- (1) Audible/Visual Alert: utilizing a patrol vehicle equipped with a public address system, the "lead" vehicle - with its emergency lights activated - shall traverse around and

within the selected quadrant in a systematic pattern announcing that a SAFE operation will be undertaken in that area and that person(s) engaged in criminal or suspicious activity, or loitering with no legitimate purpose, may be subjected to the arrest or interrogation process.

- (2) Visual Alert: utilizing a patrol vehicle with an activated emergency lighting system, the "lead" unit shall traverse around and within the selected quadrant in a systematic pattern alerting the general public and targeted individuals that a significant police operation is about to commence in that area.

The SAFE Alert may employ any number of units, as designated by the District Commander

Upon completing the patterned patrol, the "lead" unit shall assume a standby position approximately one (1) block from the targeted area.

- c. SAFE Response/Removal Operation: upon the completion of the Alert operation and at the direction of the District Commander, the SAFE task force shall proceed into the target area in convoy fashion.

The task force shall consist of: supervisory unit(s), several patrol units, the District wagon, and the District Commander.

At the direction of the District Commander and supervisory personnel, persons suspected of, or engaged in, criminal or public nuisance activities shall be detained and placed within the SAFE detention wagon.

The "spotter" unit and/or "alert" unit, which maintained positions within the targeted quadrant, can be utilized to identify those individuals previously observed in criminal activity or persons who have failed to leave the target area after the SAFE Alert notification.

NOTE: Interrogation Subjects: the temporary detention and FIELD INQUIRY OF INDIVIDUALS COMING TO THE ATTENTION OF SAFE PERSONNEL SHALL BE BASED UPON THE "REASONABLE SUSPICION" STANDARD.

- d. SAFE Arrest/Interrogation Processing: upon the completion of the response/removal operation the District Commander may:

- (1) direct the SAFE task force to the District Station wherein the processing of arrest and interrogation subjects can be effected, or

- (2) direct the SAFE task force to conduct the on-site processing of interrogation subjects via direct communications with the Record Bureau on Frequency 5. Arrest subjects shall be detained within the District wagon for eventual processing at the District Station

The arrest/interrogation process can be invoked by the District Commander:

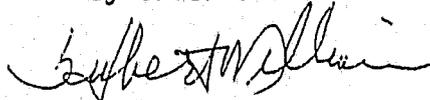
- (1), upon the completion of one (1) SAFE Removal Operation, or
 - (2), upon the completion of several SAFE Removal operations.
- e. The SAFE patrol cycle enumerated in the Patrol Procedures section can be several times within the time frame allotted for SAFE operations.
 - f. The scope of SAFE operations within each District command shall be determined by the District Commander at a level commensurate with the commander's perception of District crime/patrol problems and requirements.

7. REPORTING

Within 48 hours after a S.A.F.E. Operation has been conducted, the District Commander shall submit reports, through channels, to the Police Director stating:

- a. Time - date - location of SAFE Operation
- b. Number of arrests made
- c. Number of Interrogation forms submitted
- d. Time spent in the area
- e. Unforeseen problems
- f. Suggestions and comments.

By Order of:



HUBERT WILLIAMS
POLICE DIRECTOR

HW:mtj

SUBJECT:			G.O. NUMBER 83-1 (new)
PROCEDURES REGARDING ESTABLISHMENT OF ROAD CHECKS			EFFECTIVE DATE: June 17, 1983
SUPERSEDES: (new)	ORDER: (new)	DATED: June 7, 1983	SECTION CODE: P-5

This order consists of the following sections:

- I INTRODUCTION
- II INDIVIDUAL RESPONSIBILITIES
- III ROAD CHECK LOG DPI-1894/1895 (ATTACHED)
- IV TRAINING PACKET (ATTACHED)

I INTRODUCTION:

In light of recent Supreme Court decisions, this department is formalizing procedures concerning road checks, commonly referred to as "road blocks". Road checks are considered reasonable when they are established with a purpose and follow established guidelines and standards.

The purpose of this order is to ensure that a standard is used to stop motor vehicles at a road check site that is neither discretionary nor arbitrary and that this standard is employed throughout the duration of the road check. The actual manner of stopping a motor vehicle must consider officer and motorist safety. Primary emphasis is to balance enforcement efforts yet reduce motorist anxiety over the minimal intrusion.

The establishment of a road check by a unit of this department may be based upon, but not generally limited to:

- (1) Traffic accidents within a district;
- (2) Vehicular fatalities and injuries and pedestrian fatalities and injuries;
- (3) Concern for citizen safety in regard to drivers who are intoxicated or impaired;
- (4) Speed limits being violated;
- (5) An effort to enforce credential violations, i.e., drivers license, registration and insurance cards;

II. INDIVIDUAL RESPONSIBILITIES:

A. SUPERIOR OFFICERS

- (1) A superior officer must be present and in charge of the road check. If extraordinary events dictate that the superior officer must leave the road check site, the superior officer must return to the site as soon as possible. In the superior officer's absence, a police officer shall be designated as the police officer in charge.
- (2) The superior officer in charge of the unit that intends to establish a road check shall advise the commanding officer of the respective district where the road check will be instituted, the Command Post/Patrol Division and Dispatch Supervisor in the Communication Bureau of the times and location of the road check site.
- (3) The superior officer in charge of the road check site shall designate one officer to act as recorder for DP1-1894 and DP1-1895, road check log. The superior officer shall review and insure submission of these forms.
- (4) The superior officer in charge shall, consistent with the purpose of the road check, develop the method for preventing random and discretionary stops. A standard such as every 3rd motor vehicle, every 5th motor vehicle or every motor vehicle may be employed. He shall direct that the standard developed is maintained throughout the duration of the road check.
- (5) When possible, superior officers will employ the following safety features: flares, safety cones, emergency lights and lighting, signs and prominent use of a marked police vehicle.
- (6) If an excessive amount of vehicles are detained, the superior officer in charge of the road check site shall order a temporary cessation of diverting motorist for road checks until said time as those motorists being checked are examined and are released. Upon commencing the examination, the entire procedure must begin as before, i.e., four cars must pass before the 5th is diverted.
- (7) The superior officer in charge of the road check shall designate a pursuit vehicle. This pursuit vehicle will be available to apprehend any motor vehicle that attempts to evade, elude, ignore or break through the road check site.

- (8) In the event of flight by a motorist from the road check, the superior officer in charge of the road check shall order the cessation of all traffic through the initial check point until said time as its continuation will not jeopardize the safety of the motorists momentarily detained and officers engaged in the pursuit.
- (9) Superior officers manning a road are directed to be fully knowledgeable in G.O. 76-4 concerning high speed chases.

B. INDIVIDUAL OFFICERS

- (1) All personnel shall be in uniform.
- (2) Wherever possible, motorist who are diverted from traffic will be directed to a less congested area, such as a parking lot or roadside.
- (3) The driver will be advised of the reason for the stop and be requested to produce a driver's license, registration and insurance certificate, as provided under N.J.S. 39:3-29.
- (4) If, during the course of a road check, there is a obvious violation of the State Motor Vehicle laws or criminal statutes as a motor vehicle is passing through the check site and the motor vehicle is not part of the standard employed at the time (every 3rd, or 5th motor vehicle etc.); this event shall not preclude officers from enforcing said regulations and laws.
- (5) Officers assigned to the road check site are to be fully aware of their respective responsibilities concerning high speed chases as outlined in G.O. 76-4.
- (6) Police officers assigned to be the recorder at the road check site are responsible for maintaining DP1:1894 and DP1:1895 the road check log, an example of which is attached to this order. This officer should be the same officer throughout the duration of the road check in order to maintain the integrity of the log. Officers should ensure an adequate supply of DP1:1894/1895 are available. If, for some emergency, the police officer assigned can not continue to record then a notation must be entered on the next line of the vehicle description DP1:1894/1895 including the time, reason for the change of officers and the new officers assigned. Completed logs shall be submitted according to the general instructions listed on DP1:1894.

C. DISTRICT COMMAND RESPONSIBILITIES

- (1) The district commander into which the road check log is routed shall be responsible for maintaining such logs for a period of 5 years.

SECTION III ROAD CHECK LOG

POLICE DEPARTMENT

ROAD CHECK LOG

NEWARK, N.J.

LOCATION 683 BROADWAY	WEATHER CONDITIONS WARM/CLEAR	TIME STARTED 2010	TIME FINISHED 2330	DATE 5-17-83
NAME-SUPERIOR IN CHARGE EDWARD MAPLE	RANK LT	BADGE NO. 127	NAME-OFFICER SUBMITTING REPORT JOHN DOE	P/O RANK P/O
			BADGE NO. 319	

GENERAL INSTRUCTIONS

- ALL ENTRIES MUST BE PRINTED
- DESCRIPTIONS OF ALL MOTOR VEHICLES PROCEEDING THROUGH ROAD CHECKS MUST, AS CONDITIONS WARRANT, INCLUDE COLOR, MAKE, YEAR AND REGISTRATION NUMBER.
- ALL VEHICLES DIVERTED FOR INSPECTION SHALL INCLUDE COLOR MAKE, YEAR, AND REGISTRATION NUMBER
- ROAD CHECK LOGS SHALL BE FORWARDED TO THE COMMAND WHERE THE CHECK WAS INSTITUTED

THE STANDARD USED FOR THIS ROAD CHECK IS EVERY 5 MINUTE

NO.	VEHICLE DESCRIPTION	REGISTRATION	NO.	VEHICLE DESCRIPTION	REGISTRATION
1.	1975 OLDS BLUE	NOK-413	26.		
2.	1976 FORD GREEN	PLN-345	27.		
3.	1983 FORD VAN WHITE	797-KLC	28.		
4.	1981 PONTIAC RED	N.Y. 567-ZYK	29.		
5.	1980 HONDA MOTORCYCLE	HP-167	30.		
6.	1978 GMC TRUCK RED	XCP-458	31.		
7.			32.		
8.			33.		
9.			34.		
10.			35.		
11.			36.		
12.			37.		
13.			38.		
14.			39.		
15.			40.		
16.			41.		
17.			42.		
18.			43.		
19.			44.		
20.			45.		
21.			46.		
22.			47.		
23.			48.		
24.			49.		
25.			50.		

SIGNATURE-SUPERIOR RECEIVING REPORT <i>Edward Maple</i>	RANK LT	BADGE NO. #127	DATE 5-17-83
SIGNATURE-REPORTING OFFICER <i>John Doe</i>			PAGE 1 OF PAGES 16

NEWARK POLICE DEPARTMENT
GENERAL ORDER

IV TRAINING PACKET

This training packet is designed for roll call training. It is presented so the individual officer will have a clear understanding of the reasons for a detailed general order concerning road checks. Four court decisions are reviewed with a synopsis of each. Each case has added to the development of this general order.

Delaware v. Prouse

On March 27, 1979, the United States Supreme Court decided State of Delaware, Petitioner v. William J. Prouse, III, and held that random stopping of automobiles and the detention of drivers in order to check licenses and registrations is violative of the Fourth Amendment.

... "At 7:20 p.m. on November 30, 1976, a New Castle County, Delaware patrolman in a police cruiser stopped the automobile occupied by respondent. The patrolman smelled marihuana smoke as he was walking toward the stopped vehicle, and he seized marihuana in plain view on the car floor. Respondent was subsequently indicted for illegal possession of a controlled substance. At a hearing on respondent's motion to suppress the marihuana seized as a result of the stop, the patrolman testified that prior to stopping the vehicle he had observed neither traffic or equipment violations nor any suspicious activity, and that he made the stop only in order to check the driver's license and registration. The patrolman was not acting pursuant to any standards, guidelines, or procedures pertaining to document spot checks, promulgated by either his department or the State Attorney General. Characterizing the stop as "routine", the patrolman explained, "I saw the car in the area and was not answering any complaints so I decided to pull them off"...

* * * * *

... "The question is whether it is an unreasonable seizure under the Fourth and Fourteenth Amendments to stop an automobile, being driven on a public highway, for the purpose of checking the driving license of the operator and the registration of the car, where there is neither probable cause to believe nor reasonable suspicion that the car is being driven contrary to the laws governing the operation of motor vehicles or that either the car or any of its occupants is subject to seizure or detention in connection with the violation of any other applicable law."...

* * * * *

... "Accordingly, we hold that except in those situations in which there is at least articulable and reasonable suspicion that a motorist is unlicensed or that an automobile is not registered, or that either the vehicle or an occupant is otherwise subject to seizure for violation of law, stopping an automobile and detaining the driver in order to check his driver's license and the registration of the automobile are unreasonable under the Fourth

GENERAL ORDER

Amendment. This holding does not preclude the States from developing methods for spot checks that involve less intrusion or that do not involve the unconstrained exercise of discretion. Questioning of all oncoming traffic at roadblock type stops is one possible alternative. We hold only that persons in automobiles on public roadways may not for that reason alone have their travel and privacy interfered with at the unbridled discretion of police officers."...

U.S. v Prichard

ROADBLOCKS: PARTIAL NATURE; DELAWARE v PROUSE

Federal. When the police set up a roadblock on an interstate highway to check the license and registration of every motorist that passed by, but ended up letting a number of cars simply drive through, this did not run afoul of Delaware v. Prouse, 440, U.S. 648 (1979). The police began the roadblock by stopping every car, but as soon as 10 cars were backed up, the officer would wave all of them through. Once the area was clear, the officer would reinstate the roadblock and begin the process again. The police later admitted that they had planned "to enforce the law" if they observed evidence of other crimes while checking licenses and registration. During the stop of the defendant's vehicle the police discovered and seized a large quantity of cocaine. In Prouse, the Supreme Court held that random, totally discretionary license checks violated the Fourth Amendment, but at the same time indicated that a roadblock of "all incoming traffic" might withstand constitutional scrutiny. The instant case did not involve the "100% roadblock" referred to in Prouse, but it was no less reasonable. The police attempted to stop all traffic "insofar as was humanly possible, and their decision to let cars pass through when the traffic backed up was "reasonable." U.S. v. Prichard, 645 F.2d 854 (10th Cir. 1981)

State. A New Jersey trial court has approved the practice by which local police, in an effort to deter drunk driving, set up road checks that involved stopping every fifth vehicle which passed a particular location. "It is apparent that the Roxbury Township police follow specific, defined standards in stopping motorists. Their system is completely objective in its operation. The criterion they employ is merely neutral; no discretion is involved. The evil implicit in the use by police of standardless and unbridled discretion to stop vehicles, which has been prohibited by Prouse, simply is not present here. Further, the Roxbury Township police procedure is consonant with New Jersey law regarding roadblock stops . . . After balancing the State's strong interest in protecting the public from the substantial risk posed by drunk drivers with the minor inconvenience which may be caused to every fifth motorist and the fleeting, minimal intrusion upon his privacy, the State's action must be considered as a reasonable infringement upon the motorist's expectation of privacy. Nor did the stop become overly intrusive when the defendant was asked to produce his license and registration. When the initial detention is lawful as it was here, the police may require the driver to produce his driving credentials." State v. Cocomo, 427 A.2d 131 (N.J. 1981)

NEWARK POLICE DEPARTMENT
GENERAL ORDER

ROADBLOCKS: ROVING NATURE; RURAL AREAS

State. The New York Court of Appeals has held that vehicle stops made by a roving police roadblock in a heavily burglarized area, conducted in a uniform, nonarbitrary and nondiscriminatory manner for the purpose of ascertaining identities and gathering information about the crimes, did not violate the constitutional proscription against unreasonable searches and seizures. The court took the position there is no absolute right to be free from all official inquisitorial interferences. The main issue was whether the police conduct was reasonable. In this case the defendant's car was stopped by a roadblock formed in response to a series of burglaries committed in a remote rural region. While the obvious impact of stopping a car is more intrusive than the stop of a pedestrian, this does not mean that it cannot be undertaken for legitimate reasons. Here the momentary inconvenience caused by the stop was not unreasonable because the geographical area was too large and sparsely populated to permit use of traditional investigatory procedures. In addition, the defendant's car was not stopped with the intent to harass and was based on much more than mere whim, caprice, or idle curiosity. People v. John BB, 438 N.E. 2d 864 (N.Y. 1982)

Two diagrams of a suggested road check operation are included, one as an example of an operation on a one way street (415 Raymond Boulevard and the other as a suggested road check for a two way street (684 Broadway).

In night time operations, extensive use of flares, cones, stanchions and reflector safety vests shall be employed. Two signs have been designed for use at all road check sites. One sign states: Newark Police road check in effect. The other states: have drivers license, registration and insurance card ready. These signs are placed in a conspicuous spot, usually against stanchions or construction barriers which are utilized at road check sites. This equipment can be obtained from the Emergency Bureau. The placement of these signs and barriers serves two purposes: one is to alert motorists as to the road check site and purpose, the other is to establish a safety lane for officers on the street.

A pursuit car is designated and manned. This unit shall be a marked vehicle. The purpose of this unit is to be available to apprehend a motor vehicle that attempts to evade, elude, ignore or break through the road check site. The importance of individual officers being thoroughly familiar with general order 76-4 concerning high speed chases can not be over emphasized.

It is suggested that a marked unit with its emergency lights flashing be stationed at the beginning of the road check site. This, again, is to alert motor vehicles to slow down.

Officer #1 is positioned to direct the motor vehicles to the inspection area and to answer any questions that a motorist passing through the check site may have.

Officer #2 serves as a back-up for Officer #1, observing the right side of motor vehicles passing through and their interior portions as they stop.

The Recording Officer, as detailed in Section B, subsection 6, of the general order records the descriptions of motor vehicles passing through the site. He shall alert officer #1 as to the next motor vehicle that would require to be inspected.

A minimum of one superior officer should be assigned to the road check operation, preferably two, a Sergeant and Lieutenant. Unanticipated events, arrests and deployment factors dictate that the superior officer who establishes a road check to have at his disposal a minimum of ten police officers to man a road check site. Less than ten police officers may lead to a less effective and less efficient operation. In areas where crowds and sight seers may be a problem, the superior officer should consider assignment of one or two officers to crowd control to minimize pedestrians walking through the operation and inspection area. Civilians may be instructed to cross to the other side of the street rather than walk through the inspection area. Officers 3 and 4 in the example for 684 Broadway perform a crowd control function. Officer #5 conducts traffic control with the intersecting street which is Elliot Street.

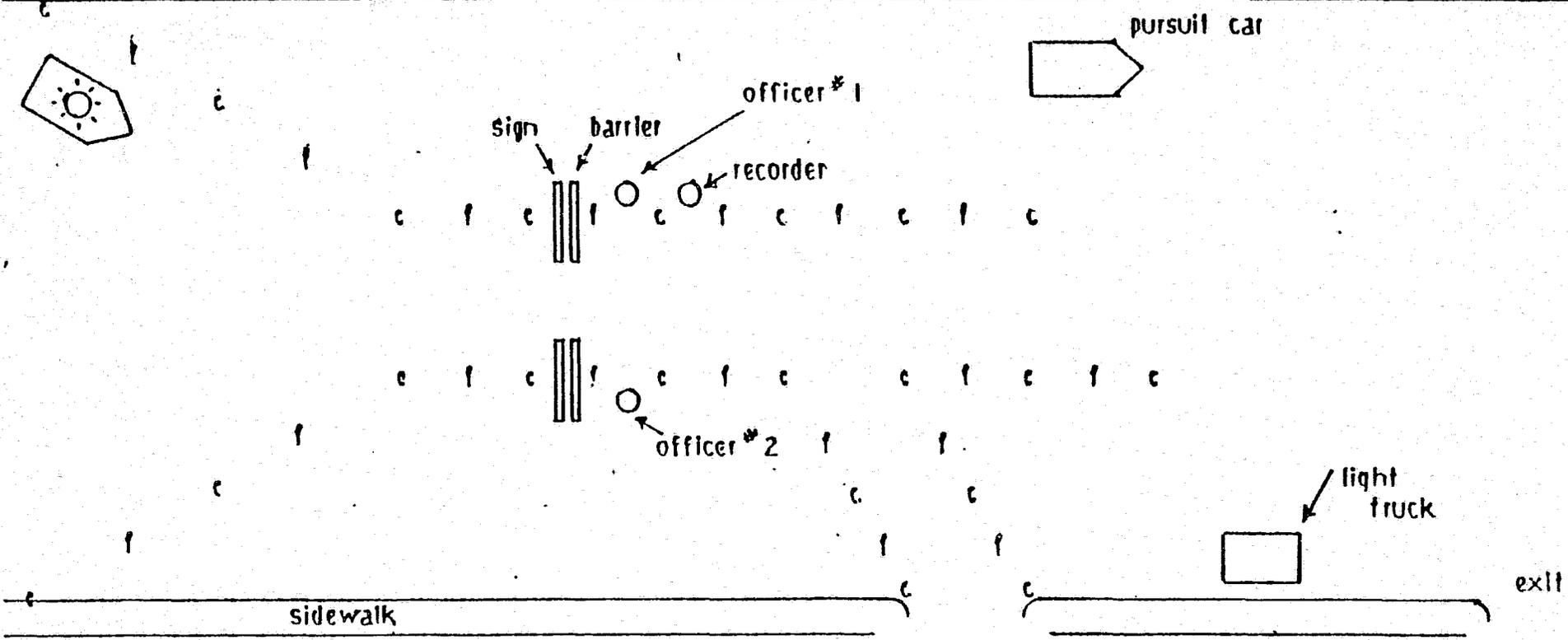
To add to the illumination of the area, the light truck from the Emergency Bureau may be utilized. The only difference between night and day time operations would be the elimination of the use of light truck and the extensive use of flares.

A decision by a superior officer to establish a road check should take into consideration the availability of equipment and adequate manpower. These two diagrams are offered as a guide for superior officers and police officers operating a road check. Different locations may require modifications in positioning of equipment and personnel. Safety of the officers and motorists shall be foremost in the establishment of any road check operation. Actions by police officers at the road check site shall be reasonable and abide by established standards as delineated in sections I and II of this general order.

By order of:



HUBERT WILLIAMS
POLICE DIRECTOR

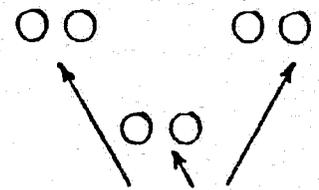


- c cone
- f flare
- police officer



prisoner van

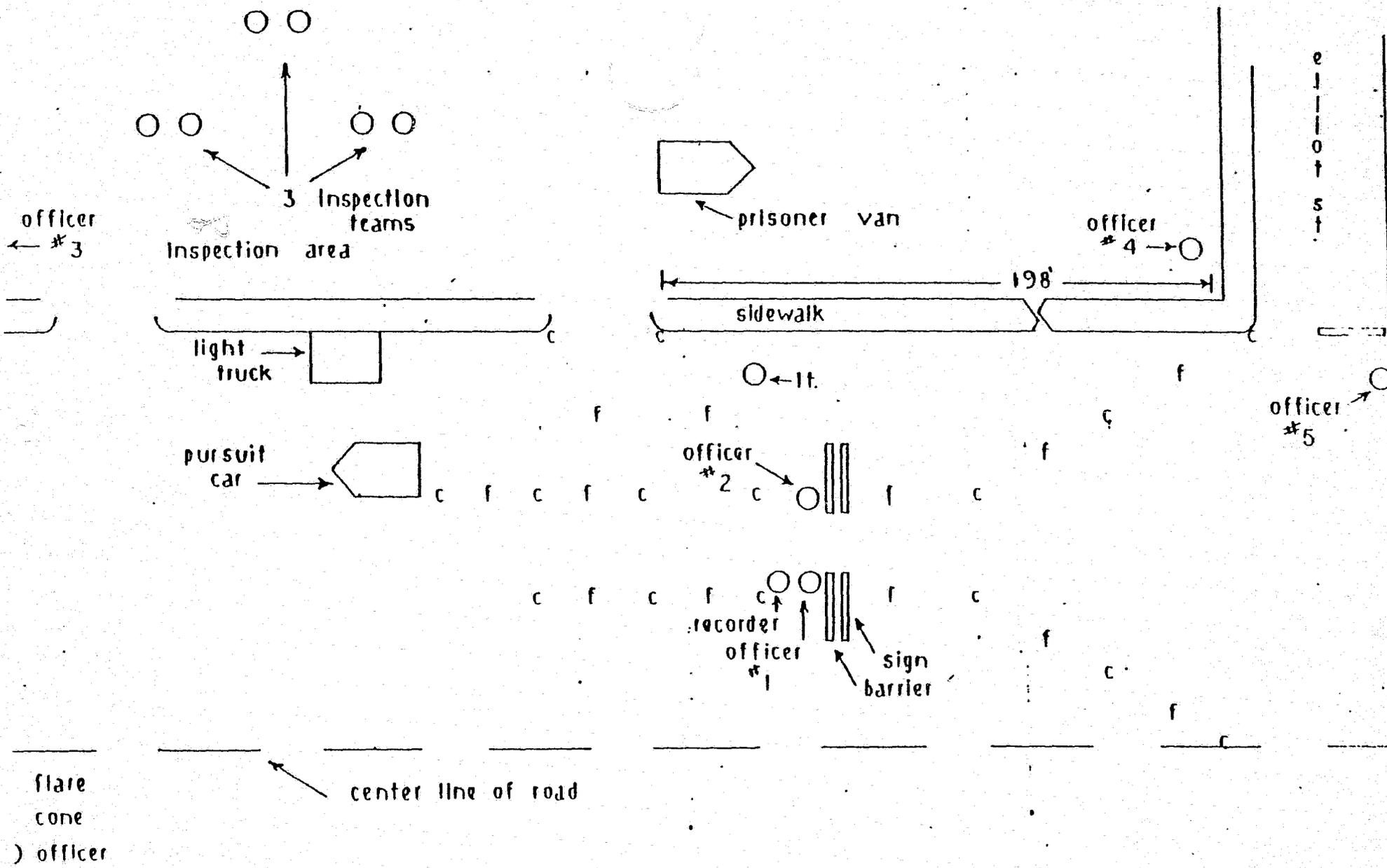
415 RAYMOND BLVD.



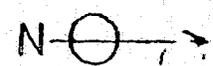
3 inspection teams

SUGGESTED ROAD CHECK OPERATION

684 BROADWAY



SUGGESTED ROAD CHECK OPERATION



Newark

Hubert Williams
Director

Police Department
22 Franklin Street
Newark, New Jersey 07102

DATE September 9, 1983

MEMORANDUM

TO: ALL COMMANDS
FROM: Police Director
RE: BUS' T CRIME PROGRAM (BUS INSPECTIONS)

FORWARD TO APPROPRIATE PERSON FOR HIS/HER ACTION:

- | | |
|--|---|
| <input checked="" type="checkbox"/> IMMEDIATE ATTENTION & COMPLIANCE | <input type="checkbox"/> INVESTIGATE & SUBMIT REPORTS
BY: _____ |
| <input checked="" type="checkbox"/> YOUR INFORMATION & ACTION | <input type="checkbox"/> PREPARE RESPONSE FOR
DIRECTOR'S SIGNATURE |
| <input type="checkbox"/> REVIEW & COMMENT | <input type="checkbox"/> PERSONAL CONTACT REQUIRED |

REMARKS: Citizens utilizing public transportation within the city have repeatedly complained about conditions on buses. Robberies, marijuana and/or cigarette smoking and assaults along with a variety of other complaints have required the adoption of an inspectional system designed to eliminate these activities, while also providing the riding public with a sense of security. The following program, in cooperation with New Jersey Department of Transportation, shall be implemented:

Effective immediately, radio patrol units will begin the random stopping and inspection of conditions on buses traveling through their District. Every effort shall be conducted In Service and require the notification of Central Communications Bureau of the following:

- (1) Unit Number
- (2) "Bus Inspection at (LOCATION), IN SERVICE."

TITLE _____

OUR FILE: TRS 5
83-162

September 9, 1983

Upon acknowledgement from Central Communications and receipt of a time, both officers will leave their radio unit and enter the bus from both the front and rear doors.

The officer entering the front of the bus will obtain the name and signature of the bus driver and other pertinent information to complete the inspection slip. He shall announce to all passengers that they are conducting a routine bus inspection for any violations of the law. Upon completion of the inspection, the officer shall sign the slip where indicated and present the duplicate copy of the bus driver. The original copy shall be turned in at the District Desk at the end of the officers tour of duty. (See attached sample.)

The Officer entering the rear of the bus shall inspect the rear section and then continue the inspection moving to the forward door and exiting with his/her partner. The entire inspectional process should take no longer than three (3) minutes, providing no violations are found.

Should a violation be observed which leads to an arrest the officer observing the violation shall be the complainant on the arrest Form DPI:800. If the officer is apprised of a violation by the bus driver which did not occur in the officers presence and an arrest is effected the complainant is designated as follows:

N.J. Transit Bus Operations Inc.

^ 180 Boyden Avenue

? Maplewood New Jersey 07040

Upon effecting an arrest with N.J. Transit as the complainant, the officer shall upon reporting to the District for processing notify the Radio Room of N.J. Transit Bus Operations Inc. At Toll Free Number 800-772-2237. When notifying N.J. Transit that an arrest was effected, the officer shall provide the employee at the Radio Room with information pertaining to the arrest. Said information shall include but not be limited to the following:

- (a) Time, Date Location of Arrest
- (b) Violation
- (c) Name of Bus Driver
- (d) Arraignment Date
- (e) Respective Court for Signing of Complaint
- (f) Central Complaint and Central Arrest Numbers

Several of the most flagrant violations which occur on public conveyances are cited as follows; However, a more detailed itinerary of violations are attached to this order.

VIOLATIONS

STATE STATUTS

NO SMOKING
THROWING OBJECTS
THEFTS OF SERVICE: FARE EVASION

2:C 33 - 13
2:C 33 - 14
2:C 20 - 8

OUR FILE: TRS 5
83-162

September 9, 1983

DISORDERLY CONDUCT (FIGHTING, THREATENING, OFFENSIVE LANGUAGE.) 2:C 33 - 2

Personnel shall obtain bus inspection forms from their command. All units are expected to conduct inspections whenever time permits, but special attention should be given during the day and early evening hours (including rush hours 7 - 9 A.M. and 4 - 6:00 P.M. Every effort should be made to conduct one inspection per eight hour tour. Field personnel shall make a notation on the bottom of their log sheet: Bus Inspections _____.

Field supervisors shall be provided with bus inspection forms and shall disperse said forms to personnel based upon need. Field supervisors shall check and log units during a bus inspection to ensure compliance with this order.

HW:cp

ACT III

COMMUNITY SERVICE CENTER

POLICE DEPARTMENT
NEWARK NEW JERSEY

ADM 3-2

MEMORANDUM NO. 83-159

September 10, 1983

TO: ALL COMMANDS
FROM: POLICE DIRECTOR
SUBJECT: IMPLEMENTATION OF POLICE COMMUNITY SERVICE CENTERS

I. INTRODUCTION

As part of the fear of crime study being conducted by the Police Foundation the Newark Police Department shall open two (2) storefront centers within the South and West District areas. The storefront centers, herein referred to as "Police-Community Service Center", are intended to provide each area with an operational police facility which enables police personnel to closely interact and relate to the communities they serve. Aside from the announced objective of fostering positive proactive police citizen interaction, each Police Community Service Center shall be charged with the responsibility of providing police services to their respective communities and their residents.

II. OBJECTIVES OF THE COMMUNITY SERVICE CENTERS

- A. To acquaint residents with law enforcement programs in their community.
- B. To increase cooperation and understanding between the police and the community.
- C. To serve as a base of operations for neighborhood programs, as well as, a referral service.
- D. To involve citizens in Crime Prevention Programs and efforts.
- E. To utilize the center for receiving complaints and identifying difficulties that community residents are experiencing with law enforcement services.
- F. To act as an effective channel of communication so that department policy can reflect the attitudes and needs of the community.
- G. To coordinate law enforcement, social services and other activities within the community so that residents can best utilize available resources.

III. PURPOSE

The purpose of this order is to direct departmental attention to the establishment of the centers and define the scope and nature of operations as well as the general duties, responsibilities and procedures necessary for the introduction of these units into the department's operational structure.

POLICE DEPARTMENT
NEWARK, NEW JERSEY

IV. FUNCTIONS OF THE COMMUNITY SERVICE CENTERS

- A. Preparation of walk-in crime reports.
- B. Foot patrols by assigned personnel within areas of responsibility.
- C. Door to Door visits with community residents.
- D. Information gathering on crime and order maintenance problems.
- E. Foster positive police contacts between residents and operational police personnel.
- F. Distribution of department newsletters.
- G. Organize and conduct monthly community meetings.
- H. Encourage community groups to utilize the facility for meetings.
- I. Referral Center for other city and social service agencies.
- J. Serve as a business community liaison.
- K. Recruit youth residents into the PAL activities.

V. ORGANIZATION

A. LOCATIONS AND EFFECTIVE DATES OF OPERATION

- 1. The West District Community Service Center will be located at 767 South Orange Avenue. It shall be open for operations on August 1, 1983.
- 2. The location and effective date of operations for the South District Community Service Center will be announced on or before December 1, 1983.

B. HOURS OF OPERATION

The Community Service Centers will be open Monday through Saturday between the hours of 12 noon and 10:00 p.m. Such hours of operation may be varied from time to time depending upon neighborhood needs and at the approval of the District Commander.

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C. OPERATIONS

1. The Community Service Centers shall be organizational sub-units of the District Stations within which they are located.
 - A. All reports prepared at the Community Service Centers will be routed through their respective District Commands.
 - B. A standard department desk ledger will be maintained at each Center to record daily openings, closing, personnel assignments and listing all important events and actions taken during the course of each day.
 - C. Routine operational policies and procedures will be established by the respective District Commanders for each Community Service Center.

D. STAFFING

1. Each Community Service Center shall be staffed by one (1) Sergeant and two (2) Police Officers. Personnel shall be selected by the District Commander within which each Service Center is located.
2. Support staffing will be provided by Auxillary Police personnel whenever possible. Auxillary Police assigned to the Service Center shall work under the direction of the Sergeant in-charge. Additional support personnel will be recruited from within the community, in the form of civilian volunteers, whenever possible.

VI. AUTHORITY AND RESPONSIBILITIES

A. Patrol Division Commander:

The Patrol Division Commander shall monitor the activities of the Community Service Centers to ensure that they comply with established Department policy, procedures, and orders.

B. District Commanders

1. Be responsible for the overall operations of the Community Service Center operating within their respective Command.
2. Forward weekly, monthly and quarterly reports detailing the activities of their respective Police Community Service Center to Office of the Police Director.

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3. Include the activities of their respective Police Community Service Center in their District Station Annual Report.

C. Community Service Center Supervisor:

In reporting directing to the District Commander, shall be directly responsible for the operations and activities of the Police Community Service Center. The duties and responsibilities of this officer shall include, but not be limited to:

1. Ensuring compliance with Departmental policies, procedures, and order pertaining to Community Service Center operations.
2. Supervision and direction of all personnel, sworn and civilian, assigned to each Center.
3. Coordination of Service Center activities with the activities of other departmental elements.
4. Maintenance of the Community Service Center with respect to supplies and material.
5. Maintenance of records and data relative to daily Center interactions, and the preparation of written progress reports for submission to the District Commander.
6. Submission of weekly, monthly, quarterly and annual reports which detail the operations and activities of the Community Service Centers and its personnel.
7. Notify the Central Communications Bureau and the District Station, each day, at the opening and closing of Center operations.

VII. RESPONSIBILITIES - OTHER DEPARTMENT SUB-DIVISIONS

A. Communications Bureau:

The Communications Bureau shall issue central complaint numbers to sworn officers assigned to the Police Community Service Center for the purpose of submitting offense reports. Complaint Operators shall advise citizens that non-emergency reports of incidents may be reported in person at the Service Centers rather than reporting to the District Station.

B. Property Room:

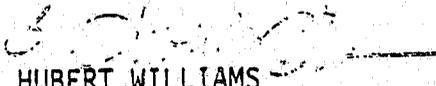
When requested shall issue appropriate supplies to the Community Service Center.

POLICE DEPARTMENT
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VIII. RESPONSIBILITY FOR COMPLIANCE:

Commanding Officers of units affected by this order shall ensure compliance with the duties and requirements of this directive.

By order of:


HUBERT WILLIAMS
POLICE DIRECTOR

HW:ch

POLICE DEPARTMENT

COMMUNITY SERVICE CENTER COMPLAINT FORM

NEWARK, N.J.

DATE:

TIME:

FILE NO.

COMPLAINT LOCATION:

COMPLAINANTS NAME:

ADDRESS:

TELEPHONE (HOME)

TELEPHONE (BUSINESS)

AGE:

SEX:

RACE:

REPORTING OFFICER:

1. GENERAL NATURE OF COMPLAINT (DESCRIBE):

2. SPECIFIC PROBLEM(S):

LOCATION:

A.

B.

C.

3. OFFICER'S RECOMENDATION'S COMMENTS:

A.

B.

C.

4. OFFICER'S PLAN OF ACTION:

A.

B.

C.

5. SUPERVISOR'S REVIEW, RECOMENDATION:

DATE:

INITIALS:

PROBLEM A.

PROBLEM B.

PROBLEM C.

ASSIGNED OFFICER:

REVIEWED BY:

NAME:

RANK:

SIGNATURE:

RANK:

6. COMPLAINT ADJUSTMENT (ACTIONS TAKEN)

PROB. A.

PROB. B.

PROB. C.

7. FINAL DISPOSITIONS

PROB. A.

PROB. B.

PROB. C.

8. SUPERVISOR'S PROGRESS REVIEW

DATE	COMMENTS	SIGNATURE
1.		
2.		
3.		
4.		

COMPLAINT REASSIGNED TO:		REASSIGNED BY:	
NAME:	RANK	NAME:	RANK

ACT IV

NEIGHBORHOOD CLEANUP PROGRAM

DIRECTOR'S MEMO NO. 83-158

September 10, 1983

TO: ALL COMMANDS
FROM: POLICE DIRECTOR
SUBJECT: FEAR REDUCTION PROGRAM NEIGHBORHOOD CLEAN-UP PROGRAM
JUVENILE COMMUNITY SERVICE COMPONENT

I. INTRODUCTION

The community service component of the Neighborhood Clean-up Program establishes a system wherein juvenile offenders are provided with an opportunity to play a positive and meaningful role within the Newark community. Within this system, juveniles charged with minor crimes or juvenile status offenses shall be given the option of performing community service activities or appearing before a Juvenile Court Judge for case adjudication.

Juveniles who accept the conditions of community service will be expected to perform general clean-up activities (graffiti removal, vacant lot clean-up, area beautification, etc.) within areas they reside or committed their offenses.

Program training and supervision shall be provided by Police Department and Board of Education personnel, with their efforts being supplemented by the activities of the Essex County Juvenile Court and its personnel.

While the announced objective of the clean-up program is the removal of the physical manifestations of crime and disorder within specific neighborhoods, of equal importance is the opportunity afforded to area youths to experience a sense of pride and accomplishment in observing how their efforts can provide a safe and clean environment within which they can live and prosper.

Additionally, the positive interaction of such youth with neighborhood residents is expected to exceed the tangible benefits of enhancing the physical environment, through the development of a community process which addresses the initial cause of most crime and community fears, namely, juvenile behavior.

II. PURPOSE

This directive identifies and sets forth the duties, responsibilities and procedural processes which apply to department personnel involved in the juvenile community service component of the Fear Reduction Project's Neighborhood Clean-up Program.

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III. DUTIES AND RESPONSIBILITIES OF PROGRAM COMPONENT SEGMENTS

A. YOUTH AID BUREAU COORDINATING OFFICER

The officer designated as the Department coordinator of the juvenile Community Service Component shall:

1. Be assigned as the Department Liaison Officer with the Juvenile Conference Committee (JCC) and shall attend all Fear Reduction JCC meetings.
 - a. Provide the Committee with a schedule and description of proposed Community Service work assignments.
 - b. Receive and record the names and disposition assigned to those juveniles referred to the Community Service Work Program on that date.
 - c. Return progress and evaluation reports, as well as, all other court required forms to JCC activities.
2. Coordinate the training, counseling and medical examination aspects of this program.
3. Obtain the signature of each parent or guardian on the parental contact form which provides authorization for juvenile participation in this program.
4. Be responsible for all records maintenance.
5. Establish and maintain a master control file of participants.
6. Notify participants as to where and when to report for physical examination, counseling, training session and community service segment of the program.
7. Develop a reporting roster for each segment of the program and forward a copy to work site supervisor.
8. Provide orientation of physical examination, counseling and training program.
9. Issue clothing to be worn by participants and maintain control over same.

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B. CRIME ANALYSIS SECTION - POLICE DIRECTOR'S OFFICE

The Crime Analysis Section shall provide the YAB Coordinator with relative information which identifies juvenile offenders who reside within or have committed an offense within specified target areas. A list of identified juveniles and their respective central arrest numbers shall be forwarded on a weekly basis to the YAB Coordinating Officer.

C. POLICE SURGEON

Prior to the assignment or utilization of any juvenile to the Community Service Program, a physical examination must be administered by the Department Surgeon to ensure each participant is physically able to partake in all program activities.

1. Examine all perspective participants, and
2. Forward results of the examination to the Coordinating Officer within the Youth Aid Bureau.

D. COUNSELOR - BOARD OF EDUCATION

The Counselor shall interview all perspective participants and execute an evaluation form for each interviewee and forward to the Coordinating Officer.

E. PHYSICAL TRAINING OFFICER - POLICE ACADEMY

The Physical Training Officer shall:

1. Explain the rules and regulations of the program to each participant.
2. Organize the participants into units for the purpose of developing teamwork.
3. Provide orientation on self-discipline.
4. Develop and supervise physical fitness and drill instruction exercises.
5. Upon completion of all training aspects the training officer shall complete an evaluation form on each participant and forward it to the Coordinating Officer.

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F. WORK SITE SUPERVISOR

The Work Site Supervisor shall:

1. Identify the work sites selected for Community Service utilization and the specific tasks to be performed at each site;
2. Establish the level of human and material resources required for each work site.
3. Develop a work site schedule, and forward the schedule, on a monthly basis, to the YAB Coordinating Officer.
4. Develop and maintain appropriate records detailing the activities undertaken by all participants, specifically listing:
 - (a) Attendance
 - (b) Assigned work sites and tasks
 - (c) Work performance
 - (d) Evaluation dispositions
5. At the actual worksite, organize whatever work is to be performed and supervise the participants.
6. Obtain the signatures of all juveniles prior to any work performed on the participant contract form.
7. Secure the materials required for work site activities.
8. Ensure that all clothing and equipment used shall be utilized properly and upon completion of the work sessions, collected and returned to the Youth Aid Bureau.
9. Complete an evaluation for each participant and forward to the program Coordinating Officer.

IV. Commanding Officers shall ensure that all personnel familiarize themselves with the contents of this memorandum.

By order of:

HUBERT WILLIAMS
POLICE DIRECTOR

HW:ch

ESSEX COUNTY JUVENILE CONFERENCE COMMITTEE

I _____ authorize my son/daughter to enter the community work service program of the Juvenile Justice System of Essex County. I recognize that this program is an alternative to a formal judicial hearing in the Juvenile and Domestic Relations Court of Essex County. I am fully aware that this action is based on my son's/daughter's acceptance of full responsibility for his/her action on _____.

I further recognize that my son/daughter as a participant of the program will receive counselling and training and then perform certain tasks within the community. Their tasks will include, but not be limited to: Griffittee removal, lot clean ups and such other assignments that would be appropriate for his/her mental and physical abilities.

It is understood that this community service will be for a period of _____ hours, and will be organized in six hour segments; that will be conducted at a site, time, and date designated by the coordinator of the Community Service program. Further, that failure to perform any or all of the program will result in the entire matter be referred to the Juvenile and Domestic Court for judicial review and disposition.

Signature _____

Witness _____

JUVENILE COMMUNITY SERVICE AGREEMENT

I _____, ACCEPT THE COMMUNITY
name of juvenile
SERVICE WORK DISPOSITION OF _____ HOURS RECOMMENDED BY THE JUVENILE
CONFERENCE COMMITTEE.

I UNDERSTAND THAT I WILL BE REQUIRED TO PERFORM PHYSICAL TASKS INVOLVING THE
CLEAN UP AND IMPROVEMENT OF VACANT LOTS AND PUBLIC BUILDINGS. SUCH TASKS WILL
BE PERFORMED UNDER THE SUPERVISION OF THE NEWARK POLICE DEPARTMENT.

I UNDERSTAND THAT I WILL BE REQUIRED TO REPORT TO THE NEWARK POLICE COMPLEX
LOCATED AT 1 LINCOLN AVE. ON _____ AT _____ AM, FOR AN INITIAL
mo day yr at
SIX (6) HOUR ORIENTATION AND TRAINING SESSION BEFORE THE START OF MY PARTICIPA-
TION IN THE COMMUNITY SERVICE WORK PROGRAM.

I UNDERSTAND THAT MY FAILURE TO PERFORM IN A MANNER DEEMED COOPERATIVE AND
SATISFACTORY BY THE NEWARK POLICE DEPARTMENT WILL BE CAUSE FOR MY IMMEDIATE
DISMISSAL FROM THE COMMUNITY SERVICE PROGRAM AND REQUIRE THAT MY CASE BE REFERRED
BACK FOR HEARING BEFORE A JUVENILE COURT JUDGE.

Signature of Juvenile

Signature of parent or guardian

Signature of Police JCC Liaison Officer

Signature of JCC Chairperson

Month Day Year

NAME		EVALUATION PERIOD		REF. NO.:
		FROM:	TO:	
ADDRESS		JCC BOARD:		NO. OF COMMUNITY SERVICE HRS.

EVALUATION CRITERIA		EVALUATION PERIOD			
RATING TRAITS	PHASE	ORIENT.	TRAINING	WORK SITE PERFORMANCE	
	DATE				
ATTENDANCE					
a. APPEARED AS SCHEDULED					
b. PUNCTUALITY					
c. REMAINED UNTIL DISMISSED					
APPEARANCE					
a. ATTIRED AS DIRECTED					
ATTITUDE					
a. RECEPTIVITY TO INSTRUCTION					
b. DISPLAYS COOPERATIVE SPIRIT					
c. INTERACTION WITH TEAM MEMBERS					
PERFORMANCE					
a. COMPLETES ASSIGNED TASKS					
b. UTILIZES EQUIPMENT AS INSTRUCTED					
c. FUNCTIONS AS A TEAM MEMBER					
CUMULATIVE RATING					
RATERS SIGNATURES					

COMMENTS:	RATINGS: S=SATISFACTORY U=UNSATISFACTORY
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ACT V

DIRECTED POLICE - CITIZEN CONTACT PROGRAM

POLICE DEPARTMENT
NEWARK NEW JERSEY

PTL 3

MEMORANDUM 83-166

October 1, 1983

TO: ALL COMMANDS

FROM: POLICE DIRECTOR

SUBJECT: DIRECTED POLICE - CITIZEN CONTACT PROGRAM

INTRODUCTION

In conjunction with the National Institute of Justice and the Police Foundation, the Newark Police Department has introduced a patrol oriented program designed to increase the quality and quantity of police contacts with Newark residents. Recognizing that a police agency's capacity to deal with crime and disorder is largely dependent upon its relationship with its citizenry, our Department has developed a Directed Police-Citizen Contact Program involving selected motor patrol officers within the South and West Districts.

The Directed Police-Citizen Contact Program is a program in which motor patrol officers initiate positive and meaningful contacts with community households in an effort to achieve a solid foundation of understanding between the police and the public it serves. The program is intended to provide community residents with an opportunity to communicate their needs and expectations to their police department, while individual police officers are given the opportunity to demonstrate a sense of caring and empathy regarding the needs and expectations of the community.

Through a process of initiating face-to-face contacts with its community, the Newark Police Department will take the necessary first step toward understanding and identifying the problems and fears which exist within each neighborhood. The Department can subsequently undertake those actions deemed necessary to alleviate the concerns and fears of its community.

II. PURPOSE

The purpose of this order is to establish the lines of communication between law enforcement and the community, define the general duties, responsibilities and procedures necessary to introduce the Directed Police-Citizen Contact concept into the Department's operational structure.

A. GOAL

The identification and reduction of citizens fear of crime by closely interacting with the community and engaging in crime prevention and criminal apprehension activities in selected target areas.

B. OBJECTIVES

1. To identify those elements which prove to be the causes of discourse and tensions within the community.

2. To establish a personal and working relationship between Law Enforcement and the members of the community; and reduce the fear of crime through the combined strategies of increased community police interaction and community-oriented enforcement/service activities

IV. DESIGN AND SCOPE OF OPERATIONS

The Directed Police-Citizen Contact Program shall be applied within selected target areas located in the South and West patrol districts. Program activities shall be conducted by those officers assigned to the Police Community Service Centers situated in each respective target area and also by regular district patrol officers. Prior to initiating citizen contact activities, all participating officers will receive training with regards to the proper manner in which citizens will be contacted and how interview forms are to be completed.

A supervisory officer shall be designated as Police/Citizen Contact Coordinator. Under his direction and coordination, target area residents and businesses will be contacted in a methodical block by block manner. The progress of program activities will be recorded on target area wall maps prepared for that purpose. Maps will be on display at the Community Service Centers.

Assigned officers will complete Direct Citizen Contact questionnaire forms on the scene of each respective contact, providing an appropriate response for each called-for item. The completed Citizen Contact Questionnaire will be returned to the Directed Police-Citizen Contact Program Coordinator for his analysis of specified problems and determination of the appropriate follow-up action to be taken by this department or another city agency.

Monthly meetings will be scheduled at each Police Community Service Center in order to give those citizens who respond to citizen-contact interviews an opportunity to learn what type of actions and dispositions have been given to their complaints. Such meetings will also afford the general target area community an opportunity to address other problems.

The Directed Citizen Contact visits shall be undertaken seven (7) days per week at the direction of the D.C.C. Program Coordinator. Officers shall restrict their D.C.C. visits to the following hours:

1. Weekdays (Monday to Friday): 1000 hrs. to 2100 hrs.
2. Weekends (Saturday and Sunday): 1100 hrs. to 1700 hrs.

NOTE: Visits shall not be conducted during dinner hours or between 1700 to 1900 hours.

DUTIES AND RESPONSIBILITIES

1. DISTRICT COMMANDER

The Commanding Officers of each command undertaking Directed Citizen Contacts shall:

- A. Through selected superior personnel, manage and monitor the activities of personnel undertaking directed citizen contacts.
- B. Select a superior officer to fulfill the duties of the Directed Citizen Contact Coordinator.
- C. Ensure that the Directed Citizen Contact Coordinator, submits a monthly report detailing the types and numbers of directed citizen contacts within each target area.
- D. Ensure that District personnel involved in this program comply with requirements of this directive.

2. DIRECTED CITIZEN CONTACT COORDINATOR

The supervisor assigned to the Police Community Service Centers within the South and West Districts shall be designated as the Directed Citizen Contact Coordinator. The Citizen Contact Coordinator shall:

- A. Select directed citizen contact locations-utilizing a residential computer file provided for this purpose.
- B. Direct motor patrol officers to conduct citizen contacts within their assigned patrol sector.
- C. Maintain records detailing the specific locations to be visited, and the specific locations visited by patrol personnel.
- D. Retrieve and collate the citizen contact questionnaire submitted by patrol personnel.
- E. Maintain, by street address, a file of completed citizen contact questionnaire
- F. Maintain appropriate records and an area map documenting both anticipated and completed citizen contact locations within the Police Community Service Center.
- G. Submit monthly report detailing the specific citizen contact activities undertaken within their respective target areas.
- H. Schedule monthly meetings with target area residents in order to discuss departmental actions and responses to problems and complaints retrieved from Direct Citizen Contact efforts.
- I. Analyze Direct Citizen contact questionnaire in conjunction with sector patrol personnel in order to develop appropriate strategems to address identified complaints.

NOTE: Pending the institution of the South District's Police Community Service Center the District Commander shall designate a supervisor to assume the duties of the Service Center Supervisor.

3. PATROL SUPERVISORS:

Patrol Field Supervisors shall:

- A. Monitor the activities of motor patrol officers assigned to directed citizen contact duties.
- B. Ensure that records of each visit are executed and submitted by field personnel.
- C. When ever possible accompany officers on citizen visits.
- D. Ensure that citizen contact questionnaires are submitted to the Community Service Center or the desk officer upon the completion of the duty tour.

4. PATROL OFFICERS:

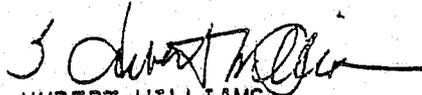
- A. When directed by their immediate supervisor conduct directed citizen contacts within their patrol sector.
- B. Record the citizen contact on the patrol log sheet.
- C. Notify the dispatcher prior to undertaking a directed citizen contact.
- D. During the citizen contact;
 - (1) Elicit information about the nature and basis of citizen's concerns.
 - (2) Provide follow-up assistance, information and referral advise to the victims of crime.
 - (3) Encourage citizens to become involved in block watchers groups and other community efforts.
 - (4) Alert citizens as to the existence of the local Police-Community Service Center and its activities.
 - (5) Distribute crime prevention information, local newsletters, and
 - (6) Execute a directed citizen contact questionnaire documenting each interaction with area residents.
- E. During a duty tour or upon the completion of a duty tour, submit the completed citizen questionnaires to the Police Community Service Center or the District Desk officer.

CENTRAL COMMUNICATIONS BUREAU

Personnel assigned to Central Communications Bureau shall:

1. Only in emergency situations, are dept officers engaged in citizen contact visits
 2. Issue incident numbers to officers regarding citizen contact actions.
- VI. Commanding Officers shall ensure that all their personnel familiarize themselves with and comply with the contents of this memorandum.

BY ORDER OF


HUBERT WILLIAMS,
POLICE DIRECTOR

DIRECTED POLICE - CITIZEN CONTACT

LOCATION OF INTERVIEW				TARGET AREA:	COMMAND:	FILE NO:
NAME:				ADDRESS:		
PHONE:	SEX:	RACE:	AGE:	<input type="checkbox"/> RENT	<input type="checkbox"/> OWN HOME	TYPE OF LOCATION <input type="checkbox"/> RESIDENCE <input type="checkbox"/> BUSINESS

INTERVIEW QUESTIONS

1. WHAT DO YOU THINK ARE THE BIGGEST PROBLEMS IN THIS NEIGHBORHOOD?

2. WHICH OF THESE PROBLEMS ARE THE MOST SERIOUS ? (DESCRIBE TYPE, CRIME, YOUTH, ETC..)

A. MOST SERIOUS PROBLEM:

B. SECOND MOST SERIOUS PROBLEM:

3. PROBLEM A

A. HOW HAS THIS PROBLEM AFFECTED YOU OR YOUR FAMILY?

B. WHAT DO YOU FEEL ARE THE CAUSES OF THIS PROBLEM?

C. WHAT DO YOU THINK SHOULD BE DONE TO SOLVE THIS PROBLEM?

D. OFFICER'S COMMENTS/ RECOMENDATIONS:

4. PROBLEM B

A. HOW HAS THIS PROBLEM AFFECTED YOU OR YOUR FAMILY?

B. WHAT DO YOU FEEL ARE THE CAUSES OF THIS PROBLEM?

C. WHAT DO YOU THINK SHOULD BE DONE TO SOLVE THE PROBLEM?

D. OFFICER'S COMMENTS/ RECOMENDATIONS:

5. COMPLAINT ADJUSTMENT/FOLLOWUP

ASSIGNED TO:

ASSIGNED BY:

6. ACTION(S) TAKEN

A. PROBLEM A

B. PROBLEM B

C. SUPERVISOR'S COMMENTS:

SUPERVISOR:

DATE: / /

INTERVIEWING OFFICER(S)

NAME (PRINT)	RANK	BADGE	COMMAND
NAME (PRINT)	RANK	BADGE	COMMAND

UNIT:	DATE:	TIME OF INTERVIEW
		FROM: TO: TOTAL:

REVIEWING SUPERVISOR

NAME (PRINT)	RANK	BADGE	DATE	TIME
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