

GUIDELINES FOR THE PLANNING AND DESIGN OF POLICE PROGRAMS AND FACILITIES

developed by the National Clearinghouse for Criminal Justice Planning and Architecture Department of Architecture, University of Illinois

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GUIDELINES FOR THE PLANNING AND DESIGN OF POLICE PROGRAMS AND FACILITIES

Based upon the total system planning approach and conceptual model developed in the <u>Guidelines for the Planning and Design</u> of Regional and Community Correctional Centers for Adults, ¹ a companion volume is presented to assist the criminal justice planner, administrator, and architect in assessing law enforcement needs in defined service areas and in developing effective programmatic and environmental responses.

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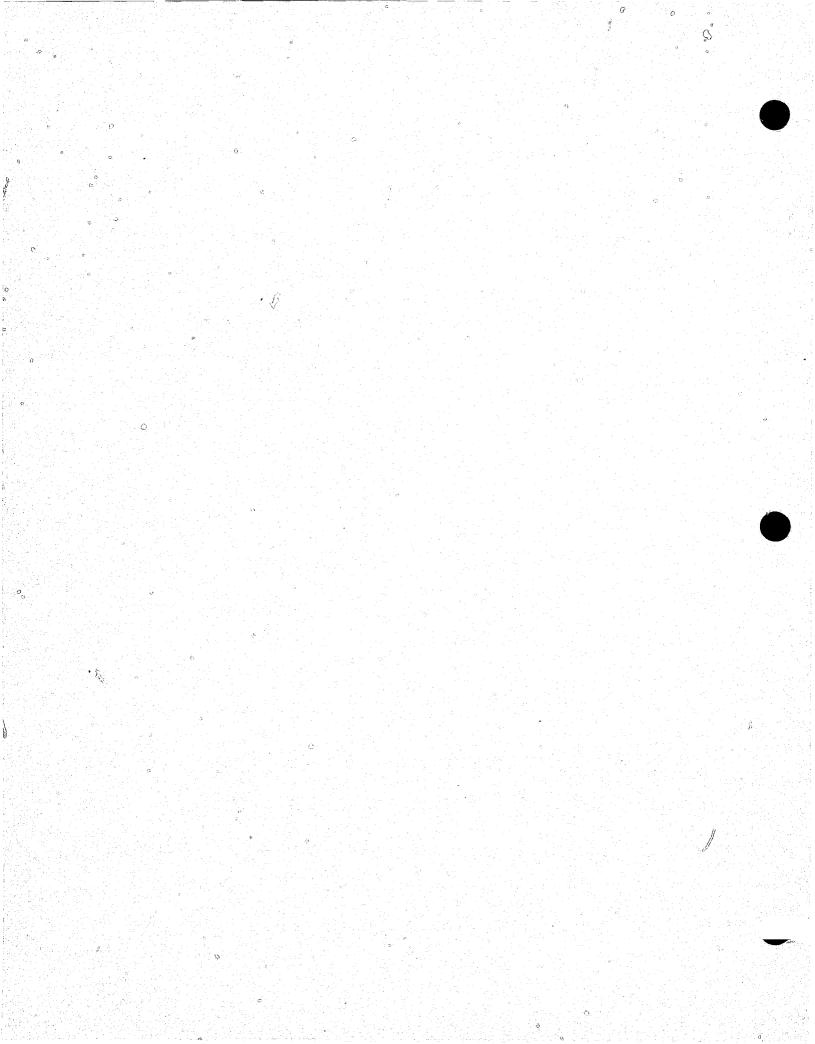
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Over the past two years a great many professionals in the field of law enforcement have consulted at length with representatives of the National Clearinghouse as they conducted the research effort required by this project. Without the cooperation of these voluntary consultants, the study would not have been possible. We are particularly grateful to the following individuals who willingly assisted our field staff in their research efforts:

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Bruce H. Johnson, Ph.D.

October, 1973

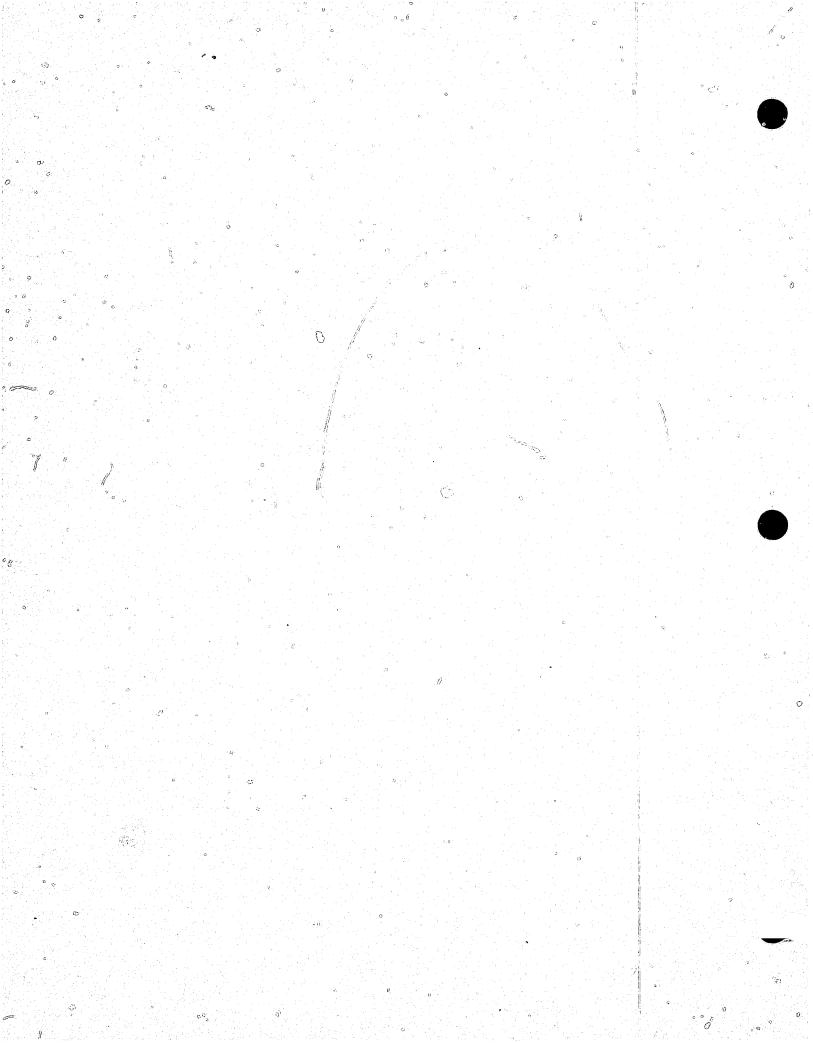


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PREFACE

In 1968 Congress enacted the Ominbus Crime Control and Safe Streets Act authorizing the establishment of the Law Enforcement Assistance Administration. Since its incertion L.E.A.A. has spearheaded a national campaign to reduce the incidence of crime and delinquency and to modernize all aspects of the criminal justice system. Responding to its Congressional mandate to assist local units of government in improving and strengthening their law enforcement capability, L.E.A.A. has supported a broad range of research projects aimed at creating the knowledge and technical resources needed to respond more effectively to the challenge of crime and delinquency.

In 1972 L.E.A.A. commissioned the National Clearinghouse for Criminal Justice Planning and Architecture to conduct a major research program in the area of police program development and facility design. The objective of this project was to formulate a comprehensive set of guidelines that could be used by police administrators, architects, and others involved in the planning and design of new programs and facilities for local and regional law enforcement systems.

The Guidelines for the Planning and Design of Police Programs and Facilities is the result of eighteen months of intensive field research and review of the technical literature in the field of law enforcement by the staff of the National Clearinghouse. An effort has been made to identify the most effective strategies currently employed by police organizations throughout the United States and to integrate these operational and facility concepts into a single document.

One of the principal methods used by the project staff in pursuing this objective has been to consult with police administrators and line officers who have had practical experience in the development and implementation of innovative programs. Problems that are commonly encountered in conducting various police operations and in the designing of police facilities were analyzed and alternative solutions developed. Based on insights obtained during the field research phase of the project, improved methods for implementing law enforcement programs and

designing a variety of police facilities were developed and translated into guideline statements.

The planning guidance presented in the <u>Guidelines</u> reflects the changing character of police operations in the United States. Four basic features of contemporary law enforcement have been given particular emphasis throughout the document. The first of these is the emergence of a higher degree of integration between police departments and other elements in the criminal justice system. Throughout the United States the law enforcement, judicial, and correctional units are moving steadily toward a higher degree of coordination. This trend is resulting in the modification of many standard police procedures. It has also necessitated changes in some of the basic architectural concepts that have traditionally been used in the design of police facilities.

- A second characteristic of contemporary law enforcement that has greatly influenced the development of the Guidelines is the current emphasis on closer cooperation between police departments and the people who live and work in the communities they serve. The importance of encouraging greater citizen involvement in combating crime and delinquency has been widely recognized by police administrators. Consequently, police departments are devoting an increasing amount of their resources to public education and to the task of advising private citizens concerning ways they can more effectively reduce opportunities for crime and delinquency in their community. This emphasis has resulted in a reversal in earlier trends toward greater centralization in law enforcement operations. The requirement to develop greater rapport between citizens and the police and to provide more active leadership at the community level has led to the modification of many police programs and to the development of new operational strategies. It has also resulted in an awareness within the law enforcement community of the need for facilities that are significantly different from those that have been constructed in the past.
- A third emphasis in modern law enforcement that has strongly influenced the development of the <u>Guidelines</u> is the desire to provide greater opportunities for professional development on the part of career police officers. A trend toward granting

greater autonomy and a wider range of responsibilities to the officer in the field is now well established in American law enforcement. This approach is based on the premise that police officers will be increasingly well educated and that they will be better trained to respond to a broad range of complex law enforcement problems in the community. They will be more familiar with the technical resources available in the police department and in other public service agencies and will be able to better utilize these resources as they are reguired. It is also assumed that increased emphasis will be given to providing a greatly expanded program of in-service training for all police officers. This feature of contemporary police practice has far reaching implications for the development of operational policies. It also results in the need to incorporate libraries, classrooms, and other facility components into the buildings used by police departments.

Finally, the character of modern law enforcement is being rapidly transformed by an increasing utilization of more sophisticated technology and methods. A commitment on the part of police departments throughout the country to employ more electronic and scientific hardware in support of field operations is readily apparent. Police departments are also adopting many of the techniques of conflict management and human relations that have been produced by the behavioral sciences. As these technical resources are developed by local police departments many changes are taking place in the nature of their policies and procedures. Facilities that are designed to support police operations based on the utilization of electronic and scientific equipment will differ in many respects from traditional police architecture.

While conducting the research required for this project and preparing the materials that have been included in the <u>Guidelines</u>, members of the National Clearinghouse staff have maintained close contact with the National Advisory Commission on Criminal Justice Standards and Goals. Every effort was made to incorporate program and architectural concepts that are consistent with the recommendations of the Commission. Many parts of the Guidelines are essentially elaborations of

the standards and goals contained in the report of the Commission. 1

As the architectural and program concepts presented in this document are adopted by police administrators, architects, urban planners, and others involved in the law enforcement planning process it is hoped that they will share their experiences with the staff of the National Clearinghouse. It will be our responsibility to periodically revise the <u>Guidelines</u> and to issue advisory bulletins based on the experience of police departments and planning agencies that have implemented the recommendations contained in this document. The <u>Guidelines</u> are issued in a loose leaf binder in order to facilitate the incorporation of new materials as they become available.

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Urbana, Illinois October 1973

^{1.} National Advisory Commission on Criminal Justice Standards and Goals. <u>A National Strategy to Reduce Crime</u>. Washington, D. C.: National Criminal Justice Reference Service, U. S. Department of Justice, L.E.A.A., 1973.

INTRODUCTION

With the growing complexity and technical sophistication of police operations, the need for more thorough long-range planning has become increasingly acute. Concern with the problems of crime and delinquency has resulted in demands for a broader range of law enforcement services in communities throughout the United States. An adequate response to these expectations has proven particularly difficult in small towns and rural areas in which the resources available to local law enforcement agencies are often quite limited. One of the major objectives of this document is to provide practical guidance for police administrators and planners who are attempting to upgrade the quality of law enforcement programs and facilities. Particular emphasis has been given to the special problems facing police agencies in smaller communities and sparsely populated areas.

The materials presented in the <u>Guidelines</u> are primarily intended to be used by interdepartmental planning agencies engaged in the development of program and facility master plans for metropolitan or multi-county law enforcement systems. Operational and facility resources that can be shared by a number of autonomous agencies have been carefully differentiated from those that should be developed and maintained at the community level. For example, full-service photographic laboratories and electronic data processing systems are presented on a scale that would be appropriate to larger law enforcement systems. Guidelines for the development of most crime prevention and investigation programs are described in a manner that assumes implementation at the community level.

It is recognized that much of the operational and facility planning in the field of law enforcement will continue to be carried out at the level of the relatively small independent police organization. For this reason, many of the program and architectural concepts presented in the <u>Guidelines</u> were specifically developed to be used by facility planning committees and police administrators in small and medium-sized cities.

In recent years, the issues related to organizational consolidation and inter-agency cooperation have been widely discussed. Many spokesmen have advocated the abandonment of small locally based police agencies in favor of consolidated organizations serving relatively large populations. It is argued that only in this way can inefficiencies be eliminated and the quality of police services in small towns and rural areas upgraded. Others have strongly defended the merits of the small community based police agency. The advantages of local control and greater public support are seen as compelling reasons for continuing to retain law enforcement agencies at the local level. This is, of course, a complex issue that must ultimately be resolved in each locality.

In preparing the materials presented in the <u>Guidelines</u>, an effort was made to distinguish between two basically different types of law enforcement programs. The first category consists of operations that involve a high degree of contact between the individual police officer and the public. Field service programs such as traffic accident investigation and crime prevention activities are included in this category. The second category includes administrative and technical programs that involve relatively little direct contact with the public but which are essential to the maintenance of a highly effective law enforcement capability. Many of the programs in this second group are extremely costly to establish and sustain. They often require expensive electronic and scientific hardware and the services of highly trained technicians. Crime analysis and criminal identification units are examples of programs in this category.

The position reflected in the <u>Guidelines</u> is that most field service programs can be most effectively conducted by teams of community based police officers. In order to insure a high level of public support, citizens must be encouraged to be actively involved in determining the quality and character of police field operations that will be conducted in their communities. Thus, the development and maintenance of community based police programs and facilities is emphasized. In all probability, most problems requiring the intervention of the police can by satisfactorily resolved at the community level by locally based officers.

Staff and auxiliary programs, on the other hand, tend to present a significantly different set of problems. Because of the costs involved in many programs of this nature, relatively few police departments in the United States have been able to successfully establish and maintain them. Therefore, it would appear that in most areas the development of effective staff and auxiliary programs will be dependent on a high degree of cooperation between police departments serving neighboring communities.

Facilities that are compatible with the operational requirements and overall objectives of a police department must be developed in response to a set of carefully formulated program specifications. Sound facility planning cannot be successfully executed until the objectives and scope of each program has been specified in considerable detail. The present and future scale of each program together with the personnel and equipment that will be needed must be determined before a functional facility design can be developed. Every component in a police building should be designed to provide an optimal setting for the programs that are to be conducted in that part of the building. For this reason, program development has been given priority over facility design considerations throughout the Guidelines. The document is intended to provide a basis for dialogue between police planners and architects as they work to create optimal facility arrangements for a variety of law enforcement operations.

The <u>Guidelines</u> has been divided into eight major sections, each dealing with a different aspect of the law enforcement planning process. Together these sections comprise a comprehensive strategy for the development of programs and facilities.

Section A: Successful planning in the field of law enforcement is contingent upon the availability of accurate descriptive data. Therefore, the first section of the Guidelines focuses on the data collection process. This material is placed at the beginning of the document in order to emphasize the priority that should be assigned to this phase of the planning process. A solid base of detailed information related to past and present operations and demands for police service is required for the development of

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accurate projections of future operational levels. In order to assist police planners in the process of obtaining the data needed to evaluate current programs and in the preparation of personnel projections, a series of basic surveys is presented in Section A. These survey instruments deal with various aspects of law enforcement operations as well as with the availability of alternative resources in the areas served by the departments or agencies involved in the planning process.

Section B: Procedures for analyzing various types of data and translating this information into program and facility master plans are presented in Section B of the <u>Guidelines</u>. This section outlines a basic strategy for assessing current operations and identifying trends that may affect future demands for police services.

A set of basic ideals, or guiding principles, is essential to effective law enforcement planning. Carefully developed planning principles will provide the criteria needed to evaluate alternative courses of action. In order to assist law enforcement planners in the formulation of such criteria, a group of general planning principles are discussed in the second part of Section B.

Section C: A police program is any continuing operation conducted by a law enforcement agency for the purpose of achieving one or more of its organizational goals. It is customary to divide police programs into three basic categories. "Staff programs" include those operations that are needed to maintain organizational stability and to enable a police department to respond to changes in its environment. Recruitment and planning are both examples of this type of program. A second category of police operations are referred to as "auxiliary programs." Included in this group are dispatching, criminal identification, and other programs that involve the immediate delivery of police services to the public are termed "field programs." Crime scene investigation and air suveillance patrols are examples of this third category of police operations.

Section C of the <u>Guidelines</u> contains summary statements describing a broad range of basic law enforcement programs. The material presented in this section is intended to be used in the

process of operational planning. At the conclusion of each program statement a list of references has been included that will be helpful to those who wish to conduct further research.

It is recommended that facility planning be preceded by the development of detailed program projections. In order to determine the scale and architectural character of police facilities, a planning group should have a clear understanding of the operations that will be conducted in the proposed building or buildings. The introduction of new programs and the modification or elimination of existing operations are major sources of facility inadequacy. Therefore, the material contained in Section C is intended to assist law enforcement planners in anticipating future facility requirements.

Section D: The fourth major section of the <u>Guidelines</u> focuses on issues and options related to the facility planning process. A number of basic architectural concepts are discussed at length in the first part of Section D. Each of these concepts will have an important bearing on the architectural character and design of a law enforcement facility.

The principal aim of this section is to assist police facility planning groups and architects in identifying the critical issues that must be resolved during the planning and design process. Section D is also intended to provide guidance for the developing of design specifications for various components that might be incorporated into a police facility complex.

The second part of Section D presents a detailed discussion of five general types of law enforcement facilities. Each of these prototypes is described in terms of the functional relationships that should exist among the various components that might be included in the building. Special considerations related to the location, scale, security, and architectural character of each of these facility types are also discussed in detail.

Section D concludes with a graphic description of facility networks that might be developed to support law enforcement systems in four different geographic settings. Section E: Section E contains supplemental materials related to the programs discussed in previous parts of the <u>Guidelines</u>. Specific items of furniture and equipment that are recommended for the in conjunction with various police operations are graphically presented.

The chief purpose of this section is to assist planners in determining design specifications for furniture and equipment needed to support projected operations. Special emphasis has been given to items of furniture and equipment that have not traditionally been utilized in American law enforcement operations.

Section F: The sixth major subdivision of the Guidelines is devoted to design alternatives for various components of a police facility complex. A range of architectural alternatives is presented for each major operational area. It is not intended that any of these design solutions will be adopted in the exact form in which they are presented in the Guidelines. Rather, they are to be used as source materials by architects and engineers.

In addition to the architectural drawings, Section F includes a number of design specification statements. This material is included for use by facility planning groups and architects in determining the most desirable features to be incorporated into each area of a police building. All of the graphic materials in this part of the <u>Guidelines</u> have been cross-referenced with program and facility statements that appear elsewhere in the book.

Section G: Architectural details pertaining to the operational components of a police facility are graphically presented in Section G of the <u>Guidelines</u>. Each drawing is accompanied by a brief caption giving a verbal description of the more important architectural features that should be incorporated into that component. Materials found in Section G have been cross-referenced with the appropriate parts of the preceding sections of the <u>Guidelines</u>. In some cases, drawings included in this part of the book are adapted directly from schematic designs in Section F. When this is the case, the corresponding page in Section F is indicated in the accompanying caption.

Section H: The final section of the Guidelines is concerned with the fiscal issues related to program and facility planning processes. A series of formats that can be used for developing budget projections is presented. The materials in this section are designed to assist law enforcement planners in the final stages of a program and facility planning process. In addition to guidance for use in the development of specific program budgets, Section H also includes guidelines for the preparation of construction budgets.

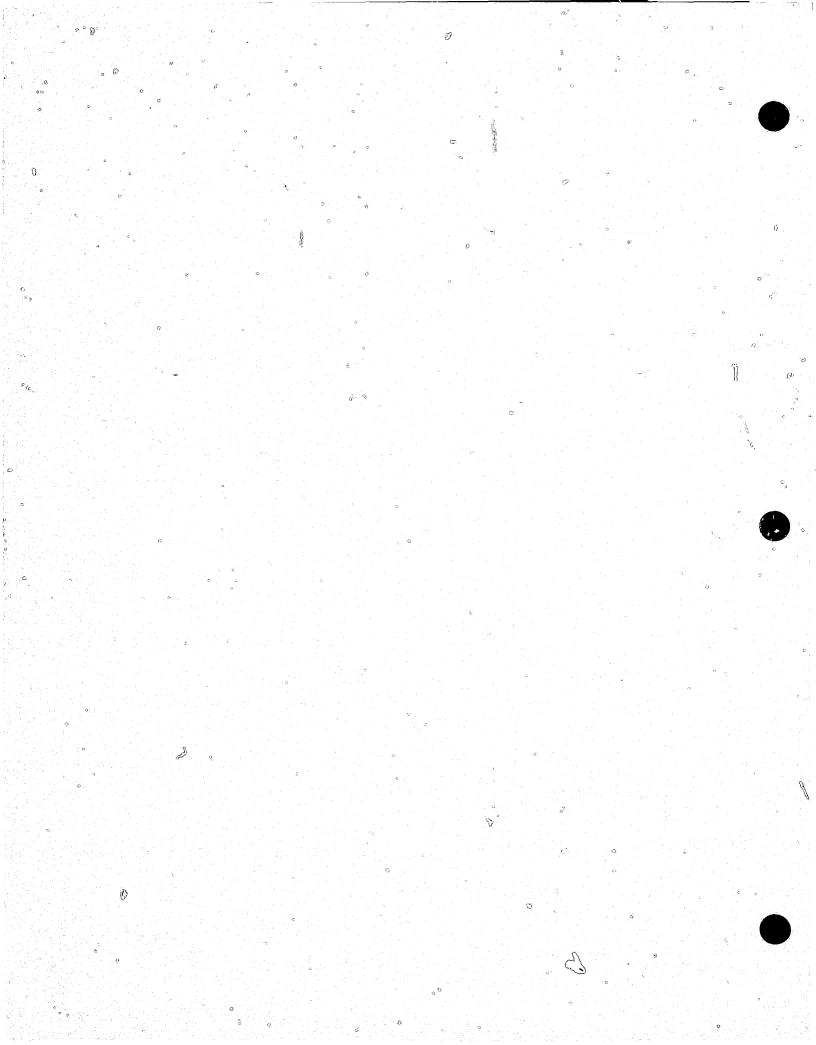
The materials presented in these eight sections of the <u>Guidelines</u> represent a "total systems" approach to the problems of law enforcement planning. Taken as a whole, the document provides detailed guidance to be used at all stages of a comprehensive planning process. However, the various sections of the book can be readily adapted to the needs of planning projects that are more limited in their scope. The <u>Guidelines</u> is intended to be used as a source book for the design and implementation of specific police programs as well as by those who are engaged in the development of master plans for large scale operational and facility networks.



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Survey



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Operational planning and evaluation is given a high priority in all effective law enforcement agencies. Ongoing programs must be continually monitored in order to determine their effectiveness in achieving the goals for which they were originally established. Successful planning and evaluation is heavily dependent upon the availability of accurate, up-todate information concerning each of the programs in which the agency is engaged. In order to determine the need to modify existing operations or to develop alternative programs a police planning unit must continually gather and analyze a wide variety of data.

The need to assess current operations and to develop accurate projections of the nature and scale of future programs becomes particularly acute whenever new facility arrangements are under consideration. One of the principal flaws commonly found in the design of police facilities in the United States is the failure to provide adequate work areas for conducting departmental programs. Facilities that were adequate at the time they were construct d may rapidly become overcrowded and obsolete through the expansion of existing programs or the development of new operations within the department. Problems of this nature can often be avoided if a thorough review and analysis of all operations is conducted prior to the design phase of the facility planning process.

Survey

In order to accurately determine present and future facility requirements it is necessary first to specify the programs and operations that will be conducted in those facilities. Whenever possible, decisions to eliminate or significantly modify existing programs should be made during the pre-architectural phase of the planning process. Thus, each program must be carefully evaluated and a decision made concerning whether or not it is to be continued in its present form. The current level of operation for each program must also be measured and an effort made to determine future demands for that particular type of service. Evaluation of departmental operations and the development of realistic projections is dependent on the availability of program specific data.

Another type of decision that may greatly affect the design of police facilities concerns the degree of operational autonomy that a department wishes to maintain. If, for example, it is determined that more efficient photographic services can be achieved by developing this program in cooperation with other agencies, it may not be necessary to include a darkroom and photo processing area in the proposed facility. If, on the other hand, it is decided that several police departments will be using the photo lab in the new building, it may be necessary to plan for a work area that is considerably larger than the one the department is presently using. The feasibility of interdepartmental cooperation should be considered in relation to each major program.

This section of the <u>Guidelines</u> contains a series of survey instruments that have been developed to assist law enforcement planners in gathering the data that

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will be required to accomplish the tasks outlined above. Each of the surveys focuses on a different type of information. Some are concerned with the measurement of past and present demands for various kinds of police service. Others deal with the problem of identifying potential demands for service.

Several of the surveys included in this section are designed to provide an inventory of resources available to assist a police department in conducting its operations. Three types of resources are considered.

- Departmental Resources:
 Personnel, equipment and facilities available within the agency.
- Law Enforcement Resources:
 Personnel, equipment, facilities, and services available from other police agencies in the planning area.
- Health and Welfare Resources: Services provided by non-law enforcement agencies that are related to existing and proposed police programs.

Availability of this type of information will be invaluable to the police planner as he seeks to determine the general, facility requirements for present and future operations. (The details of the facility planning process are presented in Section D.)

As noted above, the gathering and analysis of data is a routine function in most modern law enforcement agencies. Many smaller of departments that in the past have lacked adequate planning resources are now joining together with other departments to develop this capability. However, in conducting a thorough review of existing

programs and of available resources, it is often desirable to use the services of a professional organizational analyst. Several organizations provide technical services to supplement the work of law enforcement planning units in this field.

In most cases it will be necessary to adapt the surveys contained in this section to meet the needs of a particular planning context. It is not intended that the surveys found on the following pages be used in the exact form in which they appear. Rather, they are designed to serve as models in the development of surveys to be used for operational analysis and planning.

Much of the data required to complete the survey forms recommended in this section may be available in the official records maintained by the departments involved in the planning process. Municipal and regional planning offices may also be able to provide much of the information needed to complete these forms. However, in some cases it will be necessary to engage in original research activity in order to develop the data base required for sound planning. It is strongly recommended that a planning unit devote considerable time and effort to data gathering activity during the initial stage of the facility planning process.

The survey instruments included in this section are intended to assist law enforcement planning groups in collecting the data needed to accomplish the following tasks:

Accurate description of current programs and operations conducted by the department.

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- Assessment of programs and operational strategies.
- Preparation of accurate projections of future demands for police services based on established trends in the department and the community.
- Determination of alternative approaches to the delivery of police services.
- Determination of the optimal size and character of the operational units that will use future police facilities.



POLICE PERSONNEL SURVEY

The objective of this type of survey is to assist planners in the development of personnel projections. A personnel inventory should include all civilians and sworn officers employed by the agency or agencies involved in the planning process. It is essential that part-time or seasonal employees also be included in a staff survey of this nature.

In the event that two or more police departments are engaged in a joint planning process, separate personnel inventories should be conducted by each agency. When the individual departments have completed their surveys of past and present staff profiles a master staffing chart can be constructed.

Projections of future personnel requirements should be based on a careful review of the operations of each individual program area. It is generally recommended that operational analysis and planning be conducted on the basis of programs rather than conventional organizational units. (See section C of the <u>Guidelines</u> for a discussion of the relative merits of program vs. operational unit planning.)

Personnel projections are a critical element in all program and facility planning. An effort should be made during the pre-architectural phase of the facility planning process to accurately determine the personnel requirements for all department operations. Projections for personnel engaged in technical and administrative programs should extend to fifteen

Survey

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years beyond the date of initial occupancy of a proposed facility. Personnel projections for field service programs should be developed for ten years beyond the expected date of occupancy.

The survey formats presented on the following pages are intended to be adapted to the planning needs of the user. Because of differences in nomenclature and organizational structure it will generally be necessary for planners to develop personnel inventory formats based on the terminology used by the department or departments involved in the planning process.

POLICE PERSONNEL SURVEY

1. Indicate the usual number of police personnel of each rank employed by the department in the calendar year specified.

	POLICE PERSONNEL [*] IN	Present Year o
RANK	<u>1960</u> <u>1970</u>	<u>19</u>
Chief of Police		
Assistant (Deputy) Chief		
Inspector		
Major		. 1911. (B. 1919) 1913. (B. 19 74)
Captain		
Lieutenant		
Sergeant	보는 100 시간 이 100 시간 100 전 100 시간 100	
Detective		
Patrolman		
Other (specify)		
		e .
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Police Personnel, TOTAL:		

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Survey

Indicate the usual number of civilian personnel of each classification employed by the department in the specified calendar year. 2.

	CIVILIAN PE IN	CIVILIAN PERSONNEL	
CLASSIFICATION	<u>1960</u>	<u>1970</u>	Year <u>19</u>
Administrative aide Accountant Medical technician Laboratory technician			
Chaplain			
Clerk-typist			
Clerk-stenographer		•	
Communications clerk (radio dispatcher)			
Forensic scientist			
Police records (statistics) cle	erk		
Police cadet			<u> </u>
Data processing technician (includes keypunch operator)			
Personnel clerk	4.		
Payroll clerk			
Automotive maintenance			
Radio technician-repairman			
Arms repairman Building maintenance			
Cook			
School crossing guard			
Other (Specify)			
			
Civilian Personnel, TOTAL:			
All Personnel, GRAND TOTAL:			· · · · · · · · · · · · · · · · · · ·

3. Indicate the usual number of personnel (both police and civilian) assigned to each of the following job classifications in the specified calendar year.

	POLICE AND	CIVILIAN IN	PERSONNEL	Present Year
JOB CLASSIFICATION	<u>1960</u>		<u>1970</u>	<u>19</u>
I. Administrative Services				
Supervisory				
Accounting and payroll				
Secretarial and typing				0 0
Personne1		,		
Community relations				
Public information				
Internal affairs (e.g., complaints against police, etc.)				
Other (Specify)				
				<u>, </u>
3 2	<u>.</u>			
Administrative Services Staff, Subtotal:				

Survey

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Technical Services Records and statistical compilation Identification (finger-prints, wanted persons) Communications and dispate Crime laboratory Legal advisory Court liaison Training and curriculum development Building maintenance Supply procurement		<u>1960</u>	N <u>1</u>	<u>.970</u>	Year 19
Records and statistical compilation Identification (finger-prints, wanted persons) Communications and dispate Crime laboratory Legal advisory Court liaison Training and curriculum development Building maintenance					
compilation Identification (finger- prints, wanted persons) Communications and dispate Crime laboratory Legal advisory Court liaison Training and curriculum development Building maintenance		e e e e e e e e e e e e e e e e e e e			
prints, wanted persons) Communications and dispate Crime laboratory Legal advisory Court liaison Training and curriculum development Building maintenance			m. -		
Crime laboratory Legal advisory Court liaison Training and curriculum development Building maintenance					·
Legal advisory Court liaison Training and curriculum development Building maintenance	ching		*		
Court liaison Training and curriculum development Building maintenance		9			9 9 9
Training and curriculum development Building maintenance					
development Building maintenance				- (n)	
	ă.				
Supply procurement					
			_		
Vehicle maintenance					
Firearms repair			<u> </u>		
Other (Specify)			en e		
					<u>.</u>
g					
			,		
chnical Services Staff,			- - 		

D

CLASSIFICATION	POLICE AND 1960	CIVILIAN	PERSONNEL \bigcirc	Present Year 19
. Field Services	0			
Detective Division				
Patrol Operations: 1st Watch				
2nd Watch		" nog		0
3rd Watch				8 0
4th Watch	8. <u>3 </u>			
Specialized Divisions: Narcotics Vice				2
Juvenile			***************************************	
Other (Specify)				
Traffic Division:	•			
Traffic violations and accidents			n	-
Parking enforcement		4		•
Driver's license examinat	ion	Ö		
Traffic safety education		• • • • • • • • • • • • • • • • • • •		
School crossing				
Other (Specify)			>n	
	Alle Services		4 0	
0 0 0	86 0			

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JOB C	LASSIFICATION	POLICE AND CIVILIAN PE IN 1960 19	ERSONNEL Present Year 19
	966		
IV. (Custodial Service		
<i>•</i>	Correctional officers	s (male)	
	Correctional officers	s (female)	
	Cooks		<u> </u>
===	Other (Specify)		
0			
	t	D	
Custo	dial Service Staff, Subto		
Custo	dial Service Staff, Subto		
	dial Service Staff, Subto		
AX1 Pe	ersonnel, GRAND TOTAL:	otal:	
AX1 Pe	ersonnel, GRAND TOTAL: Ratio of Sworn (otal:	n o
AX1 Pe	ersonnel, GRAND TOTAL: Ratio of Sworn (Officers to Total Population 1970	n Present
AX1 Pe	ersonnel, GRAND TOTAL: Ratio of Sworn (Officers to Total Population 1970 19,000	n o
\11 Pe	ersonnel, GRAND TOTAL: Ratio of Sworn (Officers to Total Population 1970	m Present
11 Pe	ersonnel, GRAND TOTAL: Ratio of Sworn (Officers to Total Population 1970 19,000	m Present
AX1 Pe	Ratio of Sworn (1960 1,000	Officers to Total Population 1970 19,000	Present : 1,000
AX1 Pe	Ratio of Sworn (1960 1,000	otal: Officers to Total Population 1970 : 1,000	Present : 1,000

° Ø ...

SURVEY OF LAW ENFORCEMENT RESOURCES

Many of the staff and auxiliary programs that are required to support modern law enforcement operations involve the utilization of costly equipment and highly skilled technicians. For this reason small and medium-sized departments may find it impossible to develop and maintain operations of this nature. In order to provide adequate technical support services for personnel in the field many law enforcement agencies are joining together with other agencies to develop staff and auxiliary programs. Therefore, it is recommended that a comprehensive survey of law enforcement resources in the area be conducted as part of program and facility planning.

A survey of this nature can be the first step toward interagency planning for the development of common or shared resources. Agreement between agencies to jointly develop technical support resources often results in substantial savings for all of the departments involved. A major objective of the program and facility planning process should be to avoid the needless duplication of technical resources.

Mutual agreements between departments to share in the development of new programs and facilities can have far reaching implications for the design of a new building. For example, a crime analysis unit supporting a single department will generally require significantly less operational space than a unit providing services to a number of separate departments. The feasibility of shared resources

should always be explored during any major planning program.

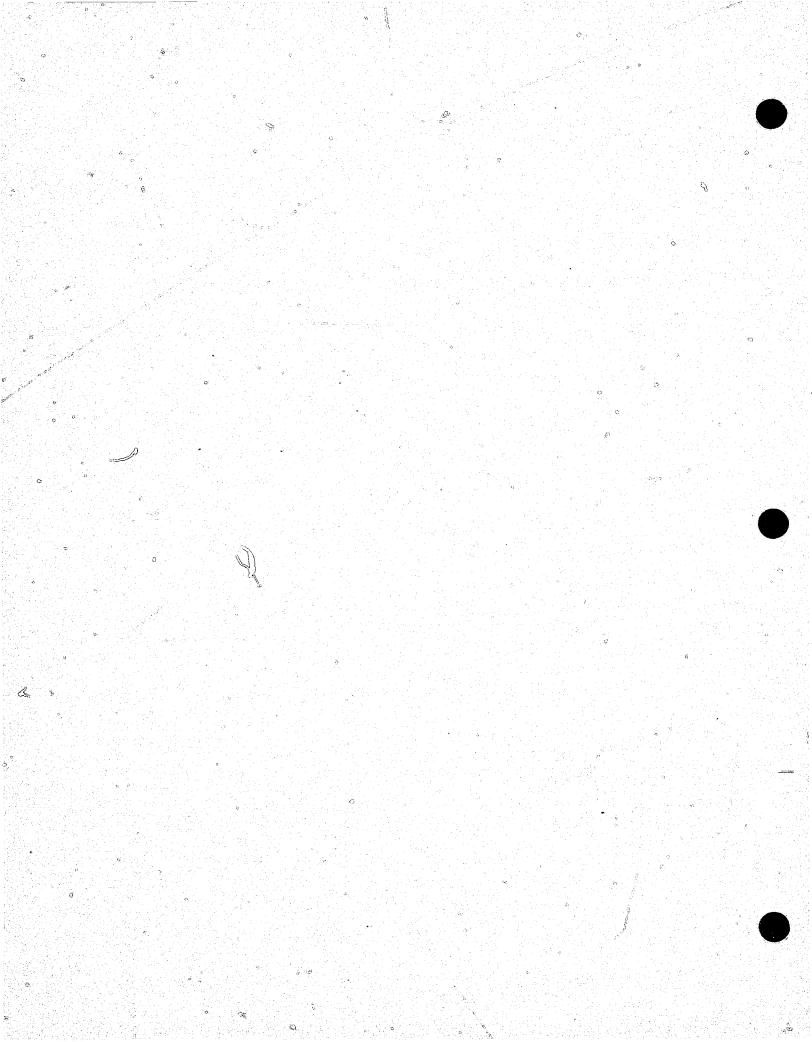
The survey format presented on the following pages is not intended to be used in the exact form in which it now appears.

Rather it should be adapted to meet the specific requirements of the using agency.

SURVEY OF LAW ENFORCEMENT RESOURCES

c	Address:			
•	For each of the law enforcemen or not your department has the be able to share the use of th agency if it were needed.	resource and	1 whether your ith another law	department would enforcement
AW	ENFORCEMENT RESOURCE	Possible		This Resource
•	Property storage	1	2	3
•	Legal advisor	1	. 2	3
	Law enforcement planning unit	1	2	3
	Photographic processing	1	2	3
•	Vehicle and equipment maintena	nce . 1	2 a	. 3
	Laboratory facilities	1	2	3
157	Detention facilities	1	2	3
	Data storage and retrieval (cr nal identification)		2	3
	Training facilities: Classrooms	• • • • 1 • • • 1	2 2 2 2 2	3 3 3 3
	Helicopter or other aircraft	• • • 1	2	° 3
	Polygraph	1	2	3
	Firearms identification	1	2	3
	Fingerprint analysis	1	2	· 📝 3
	Document identification	· • • 1	2	.
	Canine unit	1	2	(3
	Bomb disposal unit	1	2	3
	Weapons repair	1	2	3
	Narcotics storage vault	1 🖱 🧳	2	
	Criminal Justice library	• • • 1	2	3
	indicate any other resources you hat might be shared with other			

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COMMUNITY RESOURCES SURVEY

Public and private agencies often provide professional services that are relevant to the problems encountered by police officers during routine law enforcement operations. It is the task of the police planning unit to identify these resources and to explore ways they can be used to support various departmental programs.

In recent years many communities throughout the United States have developed directories listing the health and welfare services available in the area. This type of directory often contains much of the basic information needed to complete a survey of community resources. However, additional effort will usually be required in order to determine the extent to which these services can be used by police officers as they deal with persons in need of counseling, rehabilitation or other forms of assistance.

Many of the people encountered by the police in the course of their operations are already the clients of health and welfare agencies. Others could clearly benefit from the services available in these agencies. Many types of police operations can be made more effective if officers are in a position to refer citizens to clinics and other agencies in the community. Alcoholic rehabilitation clinics are an excellent example of this type of resource.

The decision to use the services of a detoxification clinic or a youth services bureau can have far reaching implications for the design of law enforcement facilities. Therefore it is recommended that this type of planning be undertaken prior to the architectural phase of the facility planning process.

This material has been developed to serve as a model of the type of survey that should be conducted as part of the program and facility planning process. Police planners are encouraged to make whatever adaptations may be necessary in order to use this survey in their community.

su	RVEY OF COMMUNITY AGENCIES CONDUCTING PROGRAMS	3 RELATED TO PO	OLICE OPERATIONS
1.			
	Adress:		
2.	Indicate the types of service your agency prolegal service, vocational counseling, alcholi		
3.	Does the agency assist clients in obtaining to (circle one answer number "yes" or "no" for e		
		<u> Yes</u>	<u>No</u>
	Tutorial-remedial?		2
	Adult basic education?		2 2
	High school equivalency preparation courses?		2
	Vocational or technical courses?		2 2
	Correspondence courses?		2
	Other?(Specify)		
4.	Does your agency offer or arrange for vocation such as (Circle one answer number "Yes"		
	마르마스 마스 마스 등 보고 있는데 보다 하고 있다면 하고 있는데 모든데 다음. 이 아르마스 아니라 나는데 아이들이 보고 있는데 하는데 하는데 하는데 하고 있다.	<u>Yes</u>	, <u>No</u>
	Aptitude or ability testing		

Survey

5.	Does your agency	offer, or arra	ange for	additional	L services,	such	as .
1	(Circle one answ	er number "Yes'	" or "No	" for each	service)		
g :							

		<u>Yes</u>	<u>No</u>
Psychiatric treatment? .		. 1	2
Medical treatment?		. 1	2
Social work?		. 1	2
Group counseling?	• • •	• 1	2
Individual counseling? .		. 1	2
Religious programs:			
1. Denominational servi	ces provided?.	. 1	2
2. Religious counseling discussion?	, guidance,	. 1	2
Other?(Specify)			

6. Does your agency offer or arrange for recreational services, such as . (Circle one answer number "Yes" or "No" for each service)

	<u>Yes</u>	No
Competitive or intramural sports?	. 1	2
Entertainment activities, such as record players, radio, motion pictures, television, books?	. 1	2
Coeducational activities, such as dances?	. 1	2
Sports facilities such as a football field, baseball diamond, basketball court?	. 1	2
Exercise area?		2
Arts and crafts?	. 1	2
Other?(Specify)		

	- Harris -
7.	Does your agency have provisions for housing clients on a residential basis?
	하는 경기에 되는 것이 되었다. 그는 것이 되었다. 그는 것이 되었습니다. 그는 그를 보고 있는 Yes (400)에 되었습니다. 그런 경기를 하고 있는 것이다.
	No (Skip to Q. 10) 2
8.	How many resident clients can be housed by your agency (number of sleeping spaces)?
	Less than 10 residents 1
	10 - 25 residents 2
	26 - 50 residents 3
	51 - 100 residents 4
	101 - 200 residents 5
	More than 200 residents 6
	Average daily resident population
9.	(For agencies serving resident clients.) Do you extend any of the services you have indicated above (Q. 6 to 8) to non-resident clients?
	No (Skip to Q. 11) 2
11.	Clients per month Do you offer services to clients on referral from the (Circle one answer number "Yes" or "No" for each referral source)
	Yes No
	Police? 1
	Courts ? 1
	Correctional facilities? 1 2 (If "No" to all of the above, skip to Q. 13)
12.	Would your agency accept additional cases on referral from the police or courts if additional space, staffing, and/or funds were available?
	$ \begin{array}{cccccccccccccccccccccccccccccccccccc$
	o No
13.	If additional space, staffing, and/or funds were available, would you consider offering services to clients on referral from the
	Yes No.
	Police? $\overline{1}$
	그는 눈을 보다가 있다. 그는 계획 남은 남북에는 경험한 경험을 가입니다. 하는 사람이 있었다. 생님, 사람이 사람이 사라되는 것 같아. 그런 사람이 되어 되자 모양하는 학생들이 다음
	Courts?

14.	Do you magency f			sportat	ion serv	ice to brin Yes	g clie	ents t	o you	r	1
							•	•	•	•	
						No 6	•		•	•	2
15.						lgibility o male-femal			or th	e ser	vices
4						· Yes .	• •	ing s National		• •	1
						No .	•	•			2
	Te was	nlanga d									
	If yes,	brease d	escrib	е							 -
										· Village in the control of the cont	
			ng pagalan Pagalan					\$			
16.	Are your bill the			ur serv	ices?	no cost t					ou.
						p to Q. 18		t no e	ost t	D n	1
		ta sua etu). Paraliterak				Ly billed f		rvices			2
17.				s the t	ypical to	otal cost c	harge			nt fo	
	Mo	re than (Circle	one)			В	ut les (Ci	ss tha <i>rcle</i>		•	
	\$ 5				. 0	\$10					. 0
	\$10				1	\$25 :					. 1
#	\$25				. 2	\$50			•	•	. 2
	\$50				. 3	\$100					. 3
	\$100	0		U.	4	\$250	•	•			• 4
	\$250		G .		* 5	\$500					• 5
	\$500 °			٥	. 6	\$1,000					. 6
3	\$1,000		•	•	7				• >	•	. 7
		•	•	• .		\$2,000	•	•	•	• . •	•
	\$2,000	• • •		•	. 8	\$5,000	••	• •	•	• •	. 8

On what days of the week is your agency open to receive clients? 18.

	Open to receive	<u>Closed</u>	If open to receive, what hours of the day?	Open 24 hours
Monday	1	2	to	, 3
Tuesday .	1	2	to	ு . 3
Wednesday .	1	2	to	3
Thursday .	1	2	to	3,
Friday	1	2	to	3
Saturday .	1	2	to	3-
Sunday .		2	<u>to</u>	3

19 a. Does your agency plan to expand its services, staff, or facilities within the next 24 months?

No

If yes, describe in detail any new or expanded services your agency will be able to offer. (Include proposed location and resident capacity. if applicable.)

SURVEY OF REFERRALS TO OTHER AGENCIES

It is a common practice for police departments to refer many of the people they encounter in the course of operations to other agencies. Because of the informal nature of many of these referrals they are often not reflected in the official records maintained by the department. Therefore, in the interest of sound operational planning, it will generally be necessary to conduct a special survey of referral practices.

It is recommended that during a specified period an effort be made to record each instance in which a member of the department refers someone to another agency in the community. When these records have been tabulated the planner will have an accurate picture of the referral practices currently employed by the department. He will be able to identify all the outside resources being used to resolve various types of problems and will be able to determine the extent to which they are used. This type of data can be extremely useful in the evaluation of department programs and for the development of more effective referral procedures.

Departments using this survey may wish to adapt the incident report form and summary sheet to conform with local conditions. The forms presented on the following pages are intended to serve as a guide for the development of a useful survey format.

Survey

SURVEY OF REFERRALS TO OTHER AGENCIES

1.	Name of receiv	ing agency:	o o	w	Ġ		
		Address :					
2.	Indicate in de	tail the kind o	of serv	ices provide	d by the a	gency:	

3.	Indicate the note to this agency	umber of person by the police	ıs (both during	arrestees a	and non-arr	estees) period.	referred
a he				NUMBER	OF REFERRA	LS 🗅	
	Week of Survey First week .			Arrestees •		Non-arre	stees o
	Second week .		· 6	•			φ
	Third week .		•	•		- 1 - 1 - 1	
20	Fourth week .						0
	Fifth week . Sixth week .						
	Seventh week.			•			
o =	Eighth week .		•	•		-	
	No. of Persons	Referred, Tota	al:		o	9	
4.	The above data	were collected	for the	e eight-week	period be	ginning:	0
			Month		Day	5	<u>Year</u>
e.		and ending:					
			Month		Day	- 6-	Year

Survey



SURVEY OF OFFENSES REPORTED OR KNOWN TO THE POLICE

An accurate profile of the law violations reported or known to the police is an essential element in the law enforcement planning process. By identifying trends in various offense categories, a planning unit will be in a better position to predict accurately the demands for various types of police services. Projections of the future rates of crime and delinquency are important for determining manpower, equipment, and facility requirements.

Significant changes in the frequency with which various types of law violation are reported to the police should be carefully analyzed in order to determine the probable causes of these changes. Differences in the amount of crime reported over a ten year period may reflect important changes in the character of the area in which a department is operating. These differences may also be an indication of changes in prevailing attitudes toward the police and the crainal justice system.

The form presented on the following pages is intended to be used as a guide for developing a survey of this nature. In many cases it will be necessary to modify some of the offense categories included in the survey. When two or more police departments are engaged in a common planning project every effort should be made to assure that each department is using the same criteria for categorizing offenses. Each category should be precisely defined. and everyone involved in the data gather- ing process should become familiar with the definitions to be used.

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Some of the items included on the forms contained in this section are not violations of legal statutes in certain states and municipalities. Thus, the survey forms should be modified to conform with local laws. In some cases it may be desirable to include ordinance violations frequently reported to the police under a separate category in the survey.

The objective of a survey of this nature is to construct an accurate picture of the law violations that come to the attention of a police department. This will assist the planning unit in evaluating current demands for law enforcement services. It will also provide a portion of the data that is needed to predict future operational requirements.

When this kind of research is conducted by agencies serving populations greater than 50,000 or relatively large geographic areas, it is recommended that the data be analyzed by beats, districts, census tracts or some other standard subdivision. In most situations the use of census tracts as a basis for subdividing and analyzing data will be preferable. The chief advantage in using the census tract as the basic unit for analysis is the large amount of supplemental data readily available through the U. S. Census Bureau.

SURVEY OF OFFENSES REPORTED OR KNOWN TO THE POLICE

1. Indicate the number of offenses reported or known to the police within the planning area in calendar years 1960, 1965, 1970, and in the last calendar year. NUMBER OF OFFENSES REPORTED

OR KNOWN TO THE POLICE IN: 1970 OFFENSE CLASSIFICATION 1960 1965 Last year Murder & Non-Negligent Manslaughter Manslaughter (Negligent) Rape Robbery Aggravated Assault Burglary Larceny-Over \$100 Larceny-Under \$100 Auto Theft Other Assaults Arson Forgery & Counterfeiting Fraud Embezzlement Stolen Property Vandalism -Weapons Law Violations Prostitution Other Sex Offenses Drug Offenses Gambling Offenses Against Family Driving Intoxicated Liquor Law Violations Drunkenness Disorderly Conduct GRAND TOTAL

1

2.	Ratio	of	Offenses	to Population.

Using the grand totals from the four columns on the previous page, enter the ratio of offenses reported to the police to the population of the department's jurisdiction.

Offenses Reported Total Population

<u>1960</u>		<u>1965</u>	$\begin{aligned} & \mathcal{A}_{i,j,k}(x, t) = \mathcal{A}_{i,j,k}(x, t) \\ & \mathcal{A}_{i,j,k}(x, t) = \mathcal{A}_{i,j,k}(x, t) \\ & \mathcal{A}_{i,j,k}(x, t) = \mathcal{A}_{i,j,k}(x, t) \\ & \mathcal{A}_{i,j,k}(x, t) = \mathcal{A}_{i,j,k}(x, t) \end{aligned}$	<u> 1970</u>	<u>19</u>
4	1	•	. 1	:	1:

VICTIMIZATION AND POLICE EVALUATION SURVEY

A substantial number of those who are the victims of crime fail to report this fact to the police. The reasons that crimes often go unreported are numerous. In some situations the victim may fear reprisals. In other cases they may feel that the crime committed against them was too trivial to warrant police involvement. Failure to notify the police is far more common in some social contexts than in others.

If a law enforcement planner is to develop an accurate assessment of potential requirements for police response he must gather data that will indicate the proportion of crimes that are unreported. This type of data will provide a basis for evaluating the records of officially reported crime maintained in police files. It may also be useful in the development of public education programs.

The survey proposed in this section is designed to assist planners in the assessment of unreported crimes in the community. It is also intended to provide a basis for evaluating public attitudes toward the police and their operations. Information of this type is invaluable for purposes of program evaluation and development.

In most communities the "household" can be used as the basic unit for a survey of this nature. Using a city directory or similar listing a sample of homes can be randomly selected for the survey. In other communities a large proportion of the population may not be currently living in households. University communities are SULVEY

an example of this latter type. If a significant number of residents do not live in standard housing units it may be necessary to use an alternative method of selecting the sample to be included in the survey. In a university community a student directory might be used.

Communities in which the daytime population greatly exceeds the nighttime population present special problems for a survey of this nature. In cases such as this it may be necessary to select respondents from lists of employees provided by local businesses.

It is essential to select respondents in a manner that assures that every member (household) of the community has an equal chance of being included in the sample. This procedure will generally assure that the results obtained will be representative of the entire population.

It is recommended that data obtained in this type of survey be analyzed in terms of census tracts. In most areas significant differences can be expected from one part of a city or county to another. Identification of these differences can be extremely useful for purposes of planning new programs or modifying current practices.

The items included on the following forms are intended to be used as examples in constructing a survey instrument. In many cases it may be necessary to modify the wording of individual items to conform with local conditions.

VICTIMIZATION AND POLICE EVALUATION SURVEY

(Circle one answer number "Yes" or "No" for each of the following questions.)

	공연하는 보고 보고 있다면 보고 있는데 얼마나 다른 사람이 없다면 하다.	<u>res</u>	NO
1.	Within the last 12 months, did someone break into your home/apartment and take (or try to take) something?		2
2.	Within the last 12 months, did you (or any member of the household) have anything stolen from where you work, from a car, or anywhere else, except your house?	1	2
3.	Within the last 12 months, did anyone take or try to take by force or threat any money or property from you or any member of the household?		2
4.	If property was lost, what kinds of articles were taken?		
	Currency	1	2
	Clothing	1	2
	Appliances (TV set, camera, typewriter, etc.)	1	. 2
	Automobile	1	2
	Auto parts	1	2
		1	2
	Bicycle	î	2
	Credit cards	1	2
	Other (Specify)	1	2
	일 시간 (1986년 1984년 1987년 <u>) (1986년 1987년 1987년 1987</u> 년 1987년		
*	n distriction and the collection of the collecti		
5.	What was the total dollar value of the item(s) lost?		
	\$50 or less .		1
	\$51 to \$100 .		2
	\$101 to \$200		3
	\$201 to \$500	``	¹⁾ 4
	\$501 to \$1,000	•	5
	\$1,001 to \$5,00	00	6 😉
c	Over \$5,000;		7
	No predetermina	ed value	8
6a.	Did you get any kind of repayment for the loss?		± €
	Yes		1
	No		2
1 J. A. T.		강 사람들들은 화기를 다	

SULVEY

6b.	Were any of the lost articles ever recovered?				
	Yes		•	•	1
		•	±	•	2
(Ci	ccle one answer number "Yes" or "No" for each of the follow	ing	ques	tion	s.
7.	In the last 12 months, did anyone maliciously destroy or burn property belonging to you or some other member of the household (e.g., ripping down a fence or	<u>Yes</u>		No	
•	breaking off a car radio aerial)?	1		2	
8.	In the last 12 months, was any member of the household (including yourself) involved in a fist fight or attacked in any way by another person?	1		2	
9.	Were you or was anyone in the household threatened with harm for any reason (either in person, on the telephone,	e i			
	or in writing)?	1		2	
10.	Was anyone in the household sexually assaulted by anyone?	1		2	
11.	Have you or has anyone in the household bought anything fro someone who cheated you, either by misrepresenting what he was selling, or by charging a higher price than you were told?	m 1		2	
12.	Was any member of your household (including yourself) given a bad check, cheated, or swindled out of money				
1-2	or property in any other way?			2	
ro. [₽] .	Has a relative or other person very close to you ever been killed as a result of a crime? (Exclude suicide, accidents war casualties.)			2	
14.	Was anything else that happened to you or anyone in the	•			
Ø	household in the last 12 months a criminal matter, but not included in the above?	1		2	
ne kreuds	If yes, please describe in detail				*
	(If you have not been a victim of a crime or other illegal in the last 12 months, skip to Q. 21.)	act	ivit	y	
15.	As far as you know, did the incident(s) above ever become the police? Yes (Skip to		at e ja a N		

6.	What were the reasons you (or other members notify the police? (Circle one answer number of the following reasons.)		"No" for	each
			<u>Yes</u>	<u>No</u>
	Did not want to take the time - might mean tin court or lost from work · · · · ·	ime spent	1	2
	Did not want harm or punishment to come to t	he offender	: <u> </u>	2
	Afraid of reprisal	• • •	<i>/</i> 1	2
	Thought it was private, not a criminal matte	r	1	2
	Police couldn't do anything about the matter		1	2
	Police wouldn't want to be bothered about su	ch things .	1	2
	Didn't know how to notify the police		1	2
	Didn't know that the police should be notifi	.ed	1	2
	Too confused or upset to notify them		1	2
	Not sure the real offenders would be caught	· · · · ·	1	2
	Fear of insurance cancellation or increased	rates	1	2
	Other (Specify)			
	(Skip to Question 21)			
	경기를 보이다. 12 등 2015년 원리를 내려왔다. 12 등 1			
7.	About how long did it take to notify the pol			
	그렇다 보다 그 그는 그 물을 잃었다. 그 사람들은 그 사람들은 그 사람들은 그를 받는 것이 없다.	Just a few About 15 mi		
14. 3%.		About half		
ø		More than a		
		Did not not	ify that	day .
	About how long did it take the police to arr	ive after t	hey were	notified
	하는데, 점점에 가는 사람이 된다면 하다. 그는 아이들 때문에 가장을 가고 있다. 그 사람이 모든 사람들이 다른 것이다.	Right away		
		Just a few		• • •
	하다. 하다 나는 그는 그는 사람들이 하는 것이 하고 있는 그리고 있다면 하는 것은 그는 그 사람이 있다. 그 가장이 취득하다	About 15 mi		ه د د د د د د د د د د د د د د د د د د د
	하지만 그러나 있다. 그는 그는 이 나는 그는 그는 그들은 그렇게 하고 있어요? 그는 그는 그는 그는 그는 그는 그를 가는 그는 그를 가는 것이다.	About half		
 	가는 마음이 있어	More than a	•	 ay
	그는 그는 그는 그는 그는 그들은 그를 가는 것이 얼마를 가는 사람이 있는 그를 가는 것이 되었다. 그는 것이 없었다. 그를 살았다.	Did not con Did not com (Skip to Q	e at all	

19.	As	far as you know, c	lid the pol	ice e	ever a	rest an	yone for	this	incident	? ~
	٠					Yes				1
				Š		No				2
•					Q .		t know			
20.	the	satisfied were yo police in doing t each item.)	u with the heir job?	prom (Cir	ptness cle on	, court e answe	esy, and r number	compet	ence of	
Ø			Very satisfied			Somew dissa	hat tisfied	Very dissat	isfied:	
	Α.	Promptness	1		2		3			
	В.	The police being courteous to you	. 1		2		3		.	
	C.	Their competence doing their job	A 4 A 1 A 1 A 1 A 1 A 1 A 1 A 1 A 1 A 1		2		3			
21.		you think the poli r job of enforcing					ent, goo	d, fai	c, or	
						Excel	lent job	11	•	1
						Good	job			2
						Fair	job	•	•	3
	6 X	Ä			a, 3	Poor	job	• •	•	4
22.		good a job do the					ul, atte	ntive,	and	
					/ery good	Fairly good	Not so	No opini	<u>) 11</u>	
	Α.	Being respectful people like yours			1	2	3	4		
	В.	Paying attention	to complai	nts .	. 1	2	3	4		
	C.	Giving protection in the neighborho			. 1	2	3	4		
23.	In	what ways do you t	hink polic	e ser	vices	in this	area co	uld be	improve	d?
n				0		Agre		agree	No opin:	
o		More policemen .	•			. 1		2	3 •	0
		Patrol or investi	gate more	• •	•	. 1		2	<i>₀</i> 3	
o		Improve training	a			. 1		2	3	
e	*	Raise qualificati	ons or pa	у •	• • • • •	. 1		2	3	9
o	a	More traffic cont Other (Specify)	rol			• 0 ¹		2	3	
	-			ď						

24.	Son	e peopl	e say th	e main	ob of	the po	lice	is to p	prevent	crime	s from	iv .
	hap	pening.	Others	say the	main	job of	the	police	is to	catch	the per	ple.
	who	commit	crimes.	Do you	ı beli	eve the	poli	ce sho	uld be	mainly	concer	cned
c, à N	wit	h preve	nting cr	imes, or	with	catchi	ng cr	iminal:	s?			

Preventing	crimes	• •	•	. 1
Catching cr	iminal	s .	• D	. 2
Don't know				. 8

25. How do you feel about the power of the police to question people?

Polic	ce should have more	
F 1	ower	Ļ
Have	enough power already . 2	•
	should be reduced 3	

26. The police sometimes receive calls about incidents that involve no crime or need no criminal investigation. Some people say that agencies other than the police should respond to these calls. Others say that the police are public servants and should respond to every call received, regardless of its nature. Should the police, or should another public agency be responsible for . .

	Police should be responsible	Another public agency should be responsible	the contract of the contract o
Towing away abandoned vehicles?		2	8
Silencing a barking dog? .		2	8
Investigating animal bites? Investigating a false fire		2	8
	1	2	. 8 8
Intervening in a family argume Returning found property? .		2	8
Aiding lost persons?		2	. 8
Silencing a loud radio or tele	evision? 1	, 2	8
Tracking stray pets or other	enimals? l	2	8
Aiding persons locked out of I	nouse? `1	2	8
Aiding sick or injured persons	3 ? 1	2	8

		Much less likely 1
		Somewhat less likely 2
		Somewhat more likely 3
		Much more likely 4
		No real difference 5
		Don't know 8
28.	How likely is a person walking ar held up or attacked?	ound your neighborhood at night to be
		Very likely 1 Somewhat likely 2
		Somewhat unlikely 3
		Very unlikely 4
29.	What is your address?	
8		
30.	How long have you lived at this a	ddress?

Thank you very much for your cooperation.

SURVEY OF PERSONS DETAINED FOR PUBLIC INTOXICATION

The purpose of this type of survey is to assist police planners in evaluating departmental response to the problem of public drunkenness. In many communities this is one of the major problems with which the police are required to deal. The extent to which manpower, facilities, and other resources are devoted to this particular problem should be carefully measured and evaluated.

Because of significant seasonal variations it is recommended that this survey be conducted over a twelve month period. The data should also be analyzed in terms of the locations in which incidents of public intoxication occur.

Information obtained from a survey of this nature can be extremely useful in the development of more effective responses to problems related to public intoxication. It can also be helpful in determining the facilities that will be required for the detention of intoxicated persons.

In some communities it may be possible to obtain assistance from local alcoholism agencies in analyzing the data obtained through this survey. Consultation with these agencies may also assist the police administrator in establishing new and more effective programs.

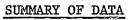
A special incident report form should be filled out each time a person is taken into police custody as a result of public drunkenness. It will be the responsibility of the individual police officer to

complete this form. Because of the necessity of recording the exact length of time that a person is detained by the police it will generally be necessary for a second officer to complete the form.

It will be important to instruct all departmental personnel involved in processing public inebriates in the methods to be used in completing the survey forms. It will also be helpful if they can be given a general orientation to the objectives of the survey.

SURVEY OF PERSONS	DETAINED FOR	PUBLIC INTOX	CICATION	a de
Date taken into police cu	stody for pul	lic drynkenn	000	
political maso political car	Stody for pai	TIC GIGHREIM	200.	
		Month	Day	Year
Time of incident:	a.m.		a a	
	p.m.			
				
Location at which the arre	est was made:			1 1 1 1 1
		(map coord	inates)	'n
Was the person detained a metropolitan area)?	permanent re	sident of th	· · · · · · · · · · · · · · · · · · ·	
Was the person detained a	permanent re	sident of th	· · · · · · · · · · · · · · · · · · ·	
Was the person detained a metropolitan area)?		Sident of the Yes	is city (tow	• • •
Was the person detained a		Yes . No . ce custody p	is city (tow	• • •
Was the person detained a metropolitan area)?		Yes . No . ce custody p	is city (tow	• • •
Was the person detained a metropolitan area)?		Yes . No . ce custody process than	is city (tow	• • •
Was the person detained a metropolitan area)?		Yes . No . ce custody por Less than	Is city (tow	ase:
Was the person detained a metropolitan area)?		Yes . No . ce custody process than One to for	is city (tow	ase:
Was the person detained a metropolitan area)?		Yes . No . ce custody process than One to for Four to to 12 - 24 1	is city (tow	ase:

W.E



Place of Residence

Number of adults held in police custody for public drunkenness classified by place of residence.

Number of Adults Detained

for Public Drunkenness

Permanent resident of planning area	£ .			
Permanent resident of another area				
TOTAL:		=		Д.
Number of adults held in police custo by length of time between apprehensio			ess classi	Eied
	Number of Adfor Public I			
Less than one hour				8
One to four hours				*
Four to twelve hours		7		
12 to 24 hours				37
Longer than 24 hours				
TOTAL:				
The above data are for the twelve-mon	th period be	eginning:		
	Month	Day	year Year	
and ending:				
	Month	Day	Year	·

SURVEY OF ADULT ARRESTS

The authority to restrict personal freedom by placing citizens under arrest is one of the distinctive features of American law enforcement. For the purposes of this survey "arrest" is defined as any situation in which a police officer detains an adult on suspicion of having violated an ordinance or other legal statute.

In most cases the records of arrests maintained in police files include only those cases that resulted in official booking procedures. Cases in which persons are detained but not charged or booked are not made a matter of record. Also, official records often do not include information concerning the disposition of particular cases.

The purpose of a survey of adult arrests is to provide the police planner with accurate data concerning the frequency of arrests. It is also intended to provide information concerning the various types of disposition currently in use.

The survey provides for the collection of data pertaining to the time and place of police-citizen encounters that result in arrests. Because of the significance of seasonal variations in arrest rates, it is recommended that a survey of this nature be conducted over a twelve month period.

Whenever two or more police agencies participate in a survey of this nature, it is essential to develop precise defications of each offense and disposition

Survey

category. All officers who are involved in the arrest process in the participating departments must be carefully instructed in the meaning of each category appearing on the survey forms. They should be thoroughly briefed on the proper use of the survey forms. It is important to emphasize the fact that a form is to be filled out each time a person is detained, however briefly, on suspicion of having violated the law.

The survey forms on the following pages are intended to serve as models. In most situations it will be necessary to modify the offense categories so that they will be consistent with local laws and practices. It may be helpful to include a set of local ordinances that frequently result in arrests.

When several people are arrested on a single occasion, a separate survey form should be completed for each arrestee. It should be noted that this survey is concerned with <u>police</u> disposition and not with the outcome of the case in the judicial system.

Information obtained through a survey of this nature can be extremely important in the evaluation of police programs. It can also be used in the determination of manpower and facility requirements.

SURVEY OF ADULT ARRESTS

1	Date of encounter with		Month	. Da	У	Ÿ	ear				
b	Time of encounter										
	Location of encounter:										
		(Map Co	oordinates)	<i>O</i> *							
.	Offense adult suspected the number of the most			more t	han o	пе о	ffe	nse	, c	ire	:le
			Murder and No	n-Negl	.igent	Man	sla	ugh	ter	•	0
			Manslaughter	(Negli	gent)	•	•	•	•	•	02
e e			Rape	•	• •,	•	•	. *	•	•	03
			Robbery	•	•	•	•		•		04
			Aggravated As	sault		•	•	•	•	•	05
			Burglary .	• "•	•	•			•	•	06
			Larceny Over	\$100	•	•	•		•	•	07
			Larceny Under	\$100	• •	(i	•0	•	•	•	30
				•	•	•	•	*	•	•	09
			Other Assault	s .	• •	•	*	•		•	1(
			Arson	•	• •	•		•	•	•	1.1
			Forgery and C	Counter	feiti	ıg	•	•	•,	•	12
			Fraud	• •	• •	•	•	•	• }	•	13
			Embezzlement	•	• •	•	•	•	•	•	14
		1	Stolen Proper	ty .	•	•	٠	•	•	•	1.5
			Vandalism .		•	٠	٠	•	•	•	16
			Weapons Law V	iolati	ons .	•	•1.7	•	•	•	17
			Prostitution			•	•	٠	•	•	1.8
44			Other Sex Off	enses			٠	٠	•	•	19
			Drug Offenses			•		•		•	20
			Gambling .	0.							21
			Offenses Agai	nst Fa	mily				•	•	22
			Driving Intox	icated	•	•		\$	•	0	23
			Liquor Law V				* 10 2				
		. 0	Drunkenness								0
		Salar Barrier	Disorderly Co			100	D: 2	() () () ()	0 det.,	_	
			Other (Specif		and the same of		. 32	100	and the	4.124	5 C

/ o c

	Adjusted in the Field
	Released (Insufficient Evidence) 2
	Released on Bail 3
	Released on Recognizance 4
a	Transferred to Pre-Trial Detention Facility 5
	○ Referred to Social or Medical Agency 6
	Other (Specify)
	그 시작 전하다 그리를 다시고 하고 하고 그는 것이다.
	e arrestee a permanent resident of the city at the time of counter?
che en	Yes · · · 1

A 10.4

DATA SUMMARY

1. Number of pers	ons ng _	arres	ted b	y off	ense	categ _and	ory [°] d endin	uring g	the	twelv	e-mon	th
OFFENSE	Jan	<u>Feb</u>	Mar	Apr	May	Jun	Ju1	Aug	Sep	0ct	Nov	Dec
Murder and Non-				, merali r								
Negligent Man-											,	
slaughter	-				-0-							
Manslaughter (Negligent)									۵		લ હ	
Rape							· ·					
Robbery					c						-	
Aggravated	\rightarrow				********						« 	
Assault	/											
Burglary)								0		
Larceny												
Over \$100										. <u> </u>		
Larceny										123		
Under \$100		-			أنبينا			· · · · · · · · · · · · · · · · · · ·				0
Auto Theft			خسيت	المستبيد ا				-				
Other Assaults	· <u> </u>	<u> </u>										
Arson		-							7/	1 <u></u>		
Forgery and Counter-			w.						- (
feiting Fraud								:).			. ——	
Embezzlement					. ——	 -						
Stolen Prop-										-		
Vandalism										 -		
Weapons Law Viol.						, 	Q		°			
Prostitution				· ·							 `	
Other Sex Offenses												
Drug Law							· 					
Violation								. <u> </u>		. 100 ft. s. 		
Gambling						. <u>102 - 1</u>				8 .		
Offenses Against											y. 33	
Family					ا جنست					حصصتها	مست	
Driving Intoxi- cated												
Liquor Law Viol.												
Drunkenness										- 100 mm		
Disorderly Conduct		ر د منسید ا							<u>a</u>			
All Other Offenses									G.	1/2	a	
OTTEMBER								. 				
TOTAL:				* ===		==				" & 		
	17 /	100 to		4.7			 				∵ ∤ ⊅ 550	21 x 3 5 1 1 1 1



OFFENSE Murder and Non- Negligent Man-	the Figer 3	Policy Co. L.	Telessed	Released Recognition	Transferred	Per	Per legistra
Murder and Non- Negligent Man-	the Files	Per less sed	Telegal Citati	Carte on Car	Triffer of Lord		
Murder and Non- Negligent Man-	Adjusted J.	Released Trusters	17 (a) (a) (b) (c) (c) (c) (c) (c) (c) (c) (c) (c) (c	2			
Murder and Non- Negligent Man-	Adjusted the Fig.	Release Tributes				*,5 / £ S	* / 3
Murder and Non- Negligent Man-	the state of the s	Paris Release		. / Ž &	7 / 4 87	37 / 01 4/	, , , , -
Murder and Non- Negligent Man-	[5, 4d]		7 / 2 T	/ ~~~	1 0 1	2/22	A / 8°
Murder and Non- Negligent Man-	/ * 3 >	/ 25	/ V	/ 2 ² 2	1 4 4 5	Refer Society	A Red A
Negligent Man-		<u> </u>	/ 4	/ · 🍣 .	/ <u>' ຈັ</u>	\ <u> </u>	<u>/ ` & .</u>
slaughter						 	
Manslaughter (Negligent)	e e						
(Negligent) Rape					<u> </u>		
Robbery							
Aggravated)	
Assault							
Burglary							
Larceny							
Over \$100							4
Larceny							
Under \$100							
Auto Theft					<u> </u>		
Other Assaults							
Arson Forgery and						 	٥
Counter-							
feiting							
Fraud	0.00						
Embezzlement				હા			
Stolen Prop-					* 3/		
erty	7)						
Vandalism							
Weapons Law Viol.							
Prostitution							2
Other Sex Offenses							
Drug Law					45		
Violation					ľ		e
Gambling							
Offenses Against							
Family							
Driving Intoxi-							
cated				ļ		3	
Liquor Law Viol.							
Drunkenness Disorderly							
Conduct					1		
All Other Offenses							

TEMPORARY DETENTION SURVEY

The purpose of this survey is to develop an accurate profile of the persons held in police custody. The survey should be limited to arrestees who are detained in physical custody at a police facility.

Because the length of time persons are held in custody is generally not recorded in police files it is recommended that a special eight-week survey be conducted. A survey of this nature will provide an accurate assessment of the average length of time arrestees are detained in custody.

For purposes of facility planning, separate data on detention practices should be gathered by detectives or other investigators. This type of data is important for determining the facility requirements for temporary holding space in the areas used for detective operations.

A special form should be developed for recording the information concerning each case in which an adult is held in a police facility. All officers involved in the detention process should be thoroughly briefed concerning the way in which these forms are to be used.

Survey



TEMPORARY DETENTION SURVEY

1.	Number of beginning	adults		police	custody and en			ght-wee	k perio	d.
	Week:	lst	2nd	3rd	4th	5th	6th	7th	8th	**************************************
	Male	-					40			- 1 m
	Female	/	ø., <u></u> -			<u> </u>		 (, 	
2.	Number of	adults	detained	in pol	ice cus	tody:		g gle		
100 mm (100 mm) 100 mm (100 mm) 100 mm (100 mm)	Week:	lst	2nd	3rd	4th	5th	6 th	7th	8th	Tril
	s than ne hour				- 10-	0	e de la companya de l	(a) (g)		
1 -	2 hours	in State					10 S	a ———	£	
2 -	3 hours	-		a				,		
3 -	4 hours				<u>u, i</u>	<i>P</i>			0	
	e than our hours		φ <u>β</u>	· 		e e		() () () () () () () () () () () () () (
	Total				د پرست	-	<u> </u>			
	Number of	arreste	es detai	ned for	interv	iew by	police	investi	gators:	
	Week:	1st	2nd	3rd	4th	5th	6th °	7th	8th	Total
40.0	s than ne hour	8				•				
1 -	2 hours									0
2 -	3 hours		-							
3 -	4 hours		-				0			
	e than our hours									o.
	Total	ø <u>"</u>	4 · · · · · · · · · · · · · · · · · · ·			asisya M aas a				

4. Number of adults detained by the police, classified by place of residence:

Place of Residence

Number Detained

Permanent resident of the city

Permanent resident of adjacent community

Transient

Total

JUVENILE INCIDENT SURVEY

In many jurisdictions more than half of the violations reported to the police involve persons legally defined as juveniles. The purpose of this survey is to provide planning units with an accurate profile of juvenile offenders processed by the police. The survey is also intended to provide current data concerning the disposition of cases involving juveniles.

The forms presented on the following pages are intended to serve as models for the development of survey materials. In most cases it will be necessary to modify the offense categories so that they will be consistent with local laws and ordinances.

An incident report form should be completed each time a juvenile suspected of
violating an ordinance or legal statute
is detained by an officer. A majority of
these incidents will probably be resolved
in the field and will not be made a matter
of official record. All officers must be
thoroughly briefed concerning the procedures to be followed in completing
the report forms.

When two or more police agencies are participating in a survey of this nature it is important to develop a common set of definitions for offense and disposition categories.

Data provided by a juvenile incident survey is essential for program and facility planning. If possible, the survey should be conducted on a continuing

Survey

basis over a period of several years.
This will provide the statistics needed to develop accurate projections of future requirements in the area of juvenile services.

		JUV	ENILE INCI	DENT SURVE) Y		-
1.0	Data of anatumtem u	ith invenil		a			. 1
ıa.	Date of encounter w	Tou Juveniti	, G	Month	Day	Yea	r
h	Time of encounter:		am				
, ,	Time of encounter.		nm √		91		
		·	pm				
*.	a			• • • • • • • • • • • • • • • • • • •	Ź		
2.	Precinct or distric	t in which	the encount	er occurred:	0		
)	
3.	Offense suspected circle the number of	f juvenile. f the most	(If suspec serious off	ted of more ense)	than one of	ferse,	
			Murder and	Non-Neglige	ent Manslaug	hter .	01
4			Manslaught	er (Negliger	it)	RE	02
ed			Rape				03
	ranger (* 1945) 18 julius - Francisco Francisco (* 1945)		Robbery .				04
			Aggravated	Assault			05
			Burglary .				06
			the second se				
				A			
		i i	Auto Theft		9		09
			Other Assa	ults			10
		4	Arson			v	
			Forgery an		iting		12
			Fraud				13
4			Embezzleme	nt			14
			Stolen Pro	perty, Recei	lving etc.	, u	15
			Vandalism				16
			Weapons .			T	17
		ņ	Prostituti)n			18
			Sex Offens	9			19

Ġ

0	Gambling
	Offenses Against Family
	Driving Intoxicated 23
	Liquor Laws 24
	Drunkenness
	Disorderly Conduct 26
A STATE OF THE STA	Vigrancy
	Curfew and Loitering Law, Violations 28
	Runaway
	Other (Specify)
4. Disposition of case (Circ	er var de la companya
	Case adjusted in field
	Juvenile counseled and released 2
	Referred to social agency 3
	Referred to juvenile court authorities . 4
	Referred to adult court 5
	Other (Specify)

SUMMARY OF DATA

Number of juveniles identified and/or detained by the police classified by suspected offense and disposition of case.

			Disposi	tion of Case Referred	•	
OFFENSE CLASSIFICATION	Case adjusted in field	Counseled and released	social		Referred to adult court	Other Total
Murder & Non-Negligen Manslaughter	t in the second	ি 				
Manslaughter (Negligent)						
Rape						
Robbery			b .			6
Aggravated Assault						
Burglary						
Larceny-Over \$100					0	
Larceny-Under \$100		· 37				
Auto Theft				3		
Other Assaults				ring english		
Arson					<i>\$</i>	
Forgery & Counterfeiting			*			
Fraud					<u></u>	
Embezzlement						
Stolen Prop.: Recvg; etc.	-					& <u>0</u>
Vandalism		<u>a</u>		<u> </u>		0
Weapons] a				
Prostitution						
Sex Offenses						
Drug Laws	***************************************					
Gambling	* 				* D	
Offenses Against Fami	ly			1-1	ه کیا	9
Driving Intoxicated .			***************************************		0 /	6
Liquor Laws			e de la composición de la composición La composición de la	0.4		
Drunkenness	. 0	9				
Disorderly Conduct	-			√	·	·

SULVEY

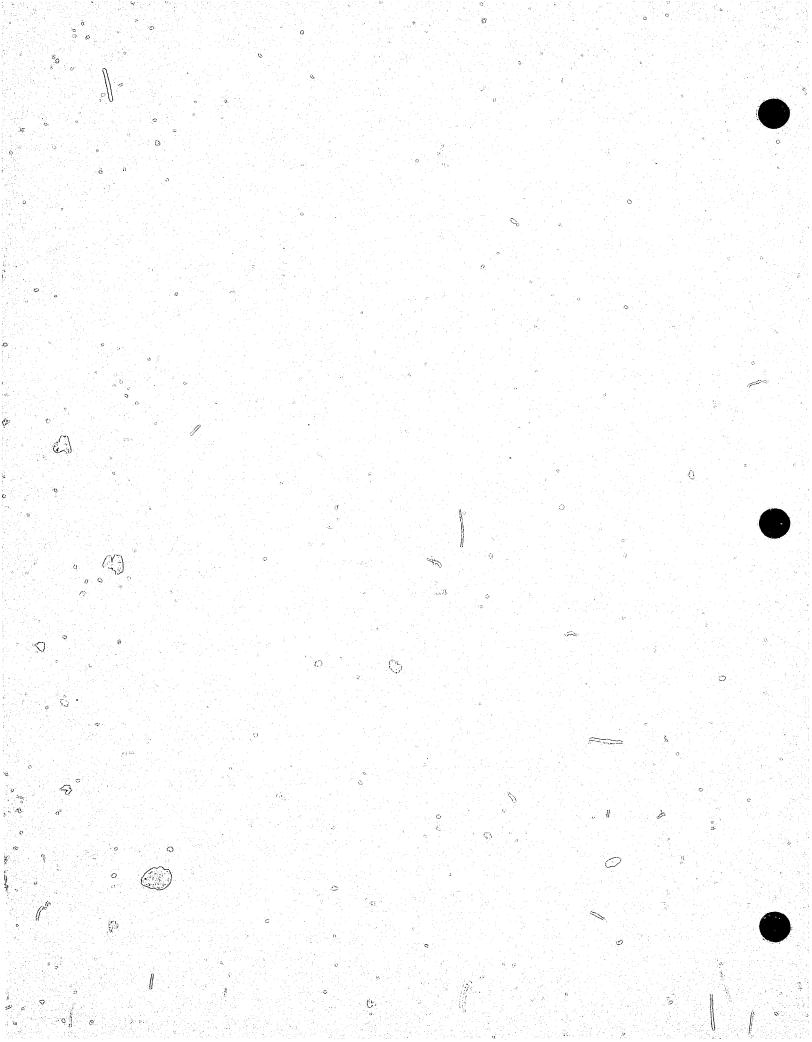
A

12.5

		į	Dispositio	on of Case Referred			
OFFENSE	in	Counseled and	Referred to social	to juvenile court	Referred to adult		
CLASSIFICATION	field	released	agency	authorities	court	Other To	ta
/agrancy °	<u></u>			0		_	
Curfew and Loitering Law Violations	\$ ************************************	e de la companya de l					_
Runaway	•		o .			<u></u> 2:	e)
All Other Offenses (except traffic)						i ii	
			1.	$\sim 10^{-10} M_{\odot} \sim 12$			
Jumber of Cases, TOT	\L:			Y.			
Number of Cases, TOTA	\L:			0			
Number of Cases, TOTA		=== endar year	beginnin	0			77
		endar year	beginning Month	0	Ye	ar	
				==== g:	Ye	ar	
	or the cale			==== g:	Ye	ar	
	or the cale			==== g:		ar	
	or the cale		Month	g: Day			
	or the cale		Month	g: Day			
	or the cale		Month	g: Day			
	or the cale		Month	g: Day			
	or the cale		Month	g: Day			
	or the cale		Month	g: Day			

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TRAFFIC ACCIDENT SURVEY



0

	Indicate the month of	of year in which this traffic accident occurred.	
	(Circle one number of		
		January	01
		February	02
	a .	March	03
et.		April	04
		May	05
		June	06 "
		July	07 °
		August o	08
		September	09
		October	10∜
		November	11
		December	and the second of
		그 전에 발표로 전 그로 모임하는 때 전화를 하셨다.	
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		이 마음을 하는 하는 그렇게 나를 다른 그리는 그리는 바람들이 되었다.	
3.	Police precinct, or	district in which this traffic accident occurred:	
a a			
4.	Type of accident		
7.		vehicle with: (Circle one)	
	COLLISION OF WORDS (Motor vehicle in traffic	. QÎ
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		Pedestrian	03 • 04 • 05 • 06 • 07 • 08
		Pedestrian	03 • 04 • 05 • 06 • 07 • 08
		Pedestrian	03 • 04 • 05 • 06 • 07 • 08

D.

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this traffic accident case.	hat were involved in the field adjustment of
this craffic accident case.	One policeman
	Two policemen 2
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	Four policemen, or more 4
	A STATE OF THE POLICE OF THE P
Amount of time that was required the time of arrival of policolog of leaving the accident scen	ired to adjust this traffic accident case from e personnel on the accident scene to the time.
	10 minutes or less 1
	11 to 20 minutes 2
	21 to 30 minutes
	31 to 40 minutes 4
경기에 있다. 사람들도 그리고 사람이 되었다. 1985년 기사를 돌아 선수가 가장하는 기를 보기 없다.	41 to 50 minutes 5
	5% to one hour 6
	More than one hour 7
	Time of arrival:
뭐다.근고일본에 회사들을 모	Time of departure:
기 유 시간을 되었다. 기업은 1의 전 1일 1일 사람들은 1의 기업을 되었다.	일시 아니고 아선이 있는데 그들은 그들이 되었다.
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SUMMARY OF TRAFFIC ACCIDENT DATA

Type of accident

Collision of motor vehicle with:

Motor vehicle in traffic

Parked motor vehicle

Fixed object, (utility pole, bridge abutment)

Pedestrian

Railroad train

Bicyclist

Animal

Ran off road (no collision)

Other (Specify)

No. of Traffic Accident Cases, TOTAL:

Survey

			8		0		
Number of	police	personne1	involved	in the	adjustmen	t of traf	fic accident
cases.				0			
	, c					400	
No.	of Poli	ce Personn	el in the	•	No. of	Traffic	all the state of the state of

Adjustment of Traffic Cases Accident Cases One policeman Two policemen Three policemen Four policemen, or more No. of Traffic Accident cases,

TOTAL:

Amount of time required to adjust a traffic accident case from the time of arrival of police personnel on the accident scene to the time of leaving the accident scene.

Amount of Time Needed to "Adjust Traffic Case	No. of Traffic Accident Cases
10 minutes or less	
11 to 20 minutes	
21 to 30 minutes	
°31 to 40 minutes	
41 to 50 minutes	
51 minutes to one hour	
More than one hour	
No.of Traffic Accident cases,	DTAL:

The above data are for

the calendar ye	ar beginni	ing:	Siego 19
e e	Month ^U	Day	Year
and ending:			
	Month	Day	 Year

POLICE DISPATCH SURVEY

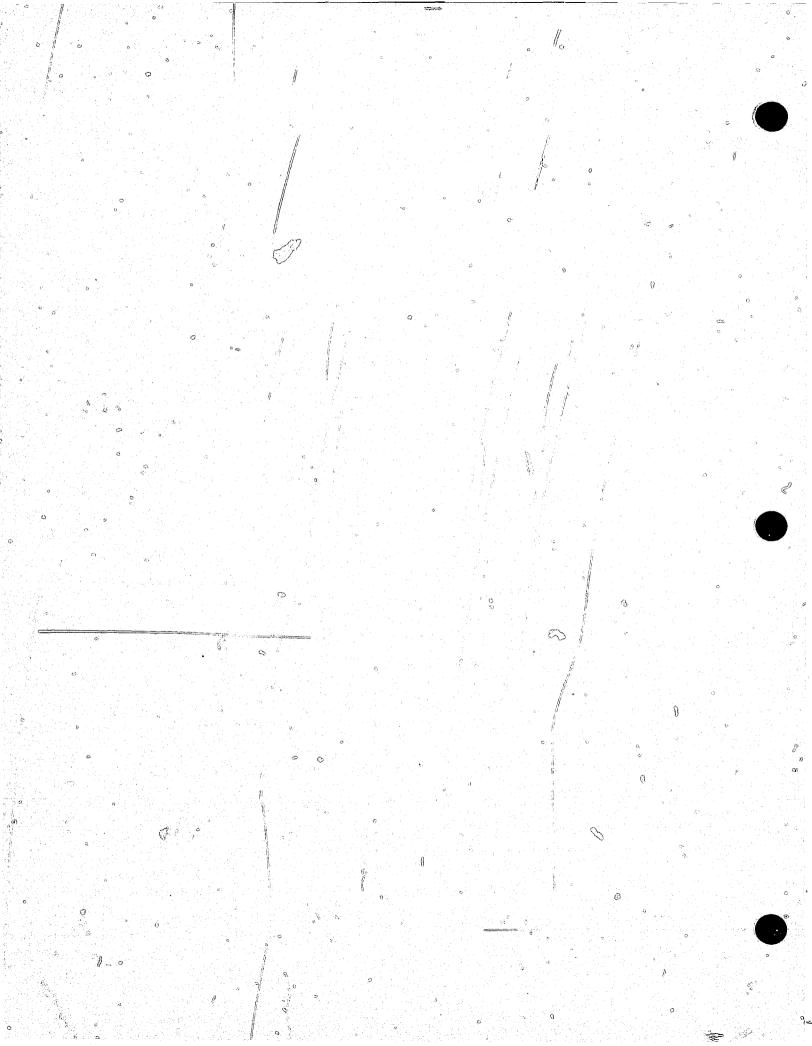
The purpose of this survey is to develop a profile of the types of police services requested by citizens. It is also designed to reveal the extent to which responses other than the dispatch of field units are used by complaint reception operators.

Police officers often find that a situation has not been accurately described by the person who notified the department and requested assistance. However, the original communication received by the police should be used as the basis for completing the survey forms.

For purposes of gathering the data required for this survey, a basic report form should be developed which can be easily used by the complaint operator. Each time a call for police services is received a separate form should be completed. If several departments are involved in the survey, complaint and response categories which are consistent with the practices of each agency should be used.

Prior to initiating the survey all complaint operators must be thoroughly briefed on the objectives of the survey and the proper use of the survey report forms.

Survey



The following police dispatch data are for the calendar year beginning:

Month Day Year and ending: Month

Day Year



CONTINUED

Response of Police Complaint Operators to Citizen Calls for Assistance. For each month of the survey year, indicate the number of calls <u>handled by dispatch</u> in each of the complaint categories listed. (Note: Citizen calls adjusted <u>without</u> dispatch are covered in Question 2.)

MONTH OF SURVEY YEAR

I. PREDATORY AND ILLEGAL SERVICE CRIMES	<u>lst</u>	2nd	3rd	4th	5th	<u>6th</u>	<u>7th</u>	<u>8th</u>	9th	<u>10th</u>	<u>11th</u>	<u>12th</u>	Total
Murder-manslaughter						-	-		-	-			
Forcible rape						· · · · · · · · · · · · · · · · · · ·							
Assaults, Battery (aggravated and other)				•			<u>//</u>						· · · · · · · · · · · · · · · · · · ·
Robbery (armed & unarmed)		· .											
Larceny-theft (includes shoplifting)	-	*******	*******	-		******		3					a .
Burglary (all types)			· · · · · · · · · · · · · · · · · · ·					-		***************************************		-	
Auto theft		and the second		· · · · ·					·				<u> </u>
Suspicious persons (loitering, prowling, tampering, unlawful entry)		. 1										8	
Damage to property (arson, vandalism)		<i>y</i>			*******								
Gambling									·	-			
Narcotics (use, possession, sale)		 	-				ء سنب		siyan di A <u>laba</u> si	·	•)
Weapons (carrying, threatening)			<u></u>		-		****						
Other (Specify)									ey West				
Predatory and Illegal Service TOTAL DISPATCHES:	Crime	s, _«	6			0		\$1.00 miles		e			

II. CALLS RELATED TO							OF SURV					
PUBLIC DISORDER	<u>lst</u>	2nd	<u>3rd</u>	4th 5th	<u>6th</u>	7th	8th	9th	<u>10th</u>	<u>11th</u>	<u>12th</u>	TOTAL
Parking complaint, abandoned vehicle	<u> </u>	·.	4			. 1		<u></u> .				
Horn blowing		-						-				
Burning refuse illegally		·										·
Disorderly conduct	· <u></u>	: 									, , , , , , , , , , , , , , , , , , ,	
Disturbance (no assault)	1.										***************************************	
Drunkenness complaint					-				**********			
False fire or bomb alarm		-		-							-	
Family trouble	*******				-				-		-	
Neighbor or tenant trouble	-	-				-						
Riot					:							
Streets, sidewalks (destructing, misusing)					·	·	· · · · · · · · · · · · · · · · · · ·					
Missing person			-	· ·						×.J	-	
Other (Specify)												
							***********			• • •	·	
							es .	A production of the second sec	gradient in)
	o), (1, -,			*********					
		G.									*##.# *********************************	
TOTAL DISPATCHES:			e e									
			-		==							

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2			
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							ONTH O						_45
III. CRIMES OF NEGLIGENCE	<u>lst</u>	2nd	3rd	<u>4th</u>	5th	6th	7th	8th	9th	<u>10th</u>	<u>11th</u>	<u>12th</u>	<u>Total</u>
Traffic violations (speeding, reckless)			-		<u> </u>		·.				***************************************		
Traffic accidents	-										-		
Other (Specify)													
						· · · ·			· . •				
		· · · · · · · · · · · · · · · · · · ·							******				
Crimes of Negligence,									į				4
TOTAL DISPATCHES:	<u> </u>												
					•	·	MONTH (OF SURV	VEY YE	ΔR	1 (2) V _{1 (kg} (1) (1)		9
l control of the cont						_							
IV. SERVICE CALLS	<u>lst</u>	2nd	<u>3rd</u>	4th	5th	6th	7th	8th	9th	10th	<u>11th</u>	12th	Total
IV. <u>SERVICE CALLS</u> Sick or injured persons aided	<u>lst</u>	2 <u>nd</u>	<u>3rd</u>	4th	<u>5th</u>	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured	<u>lst</u>	2nd	<u>3rd</u>	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured persons aided	<u>lst</u>	<u>2nd</u>	<u>3rd</u>	4th	<u>5th</u>	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured persons aided Lost persons aided	<u>lst</u>	2nd	<u>3rd</u>	4th	<u>5th</u>	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured persons aided Lost persons aided Animal bite Stray animal	<u>lst</u>	2nd	<u>3rd</u>	4th	<u>5th</u>	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured persons aided Lost persons aided Animal bite Stray animal	1st	2nd	<u>3rd</u>	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured persons aided Lost persons aided Animal bite Stray animal Other (Specify)	lst	2nd	<u>3rd</u>	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured persons aided Lost persons aided Animal bite Stray animal Other (Specify)	lst	2nd	<u>3rd</u>	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total
Sick or injured persons aided Lost persons aided Animal bite Stray animal Other (Specify)	lst	2nd	<u>3rd</u>	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total

7)

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•																
		MONTH OF SURVEY YEAR														
V. PUBLIC SAFETY		<u>lst</u>	2nd	<u>3rd</u>	4th	5th	6th	7th	8th	9th	<u> 10th</u>	<u>11th</u>	<u>12th</u>	<u>Total</u>		
Di																
Direct traffic																
Fire		-		·	· ———			-		• • • • • • • • • • • • • • • • • • • •				-		
Street crossing detail	· • • • • • • • • • • • • • • • • • • •					-				· · · · · · · · · · · · · · · · · · ·						
Street defect				· · · · · · · · · · · · · · · · · · ·						٠.		·	-			
Live wire, dangerous					·			·								
Miscellaneous hazards		-				·				·						
Other (Specify)																
	-								•				-	***************************************		
	- · .					-	•		· 							
Calls Related to Public Safety,									• •							
TOTAL DISPATCHES:			: ===						-							
All other dispatches		· ·	· ·		-		-					. 				
DISPATCHES, GRAND TOTAL	:	-			: =====											

survey



		MONTH OF SURVEY YEAR													
DISPOSITION OF CALL	<u>lst</u>	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	<u>12th</u>	<u>Total</u>		
Calls referred to government agencies		The second	*				*****************		***************************************						
Calls referred to private agencies											·				
Calls referred to a special unit in the police department	:				***						Over-Derrick Constitution in	-			
Report prepared by phone (e.g., missing property report)	-			-		-							7		
Resolved without referral or report (e.g., location of City Hospital)			:									e de la companya de l			
Other dispositions (Specify)					i. N										
		45		:			:								
	·			· · · · · · · · · · · · · · · · · · ·			· 								
All other calls handled without dispatch:					•		·						-144		
Calls Handled Without Dispatch GRAND TOTAL:	•						:								

Contents Introduction		B 1 B 2
A Systems Approach to Police Planning		В 3
PLANNING PRINCIPLES		
Functional Integration of Police Operations With All Other Components of the Criminal and Juvenile Justice Systems		В 4
Coordination of Police Operations and Policies with the Programs of Other Community Service Agencies		В 5
Elimination of Police Programs and Activities Unrelated to the Prevention, Detection, and Investigation of Crime and Delinquency		В 6
Community-Based Delivery of Police Services		В 7
Interagency Cooperation in the Development of Staff and Auxiliary Programs		B 8
Development of Policies, Procedures, and Facilities that Enhance the Dignity and Self- Respect of all who are Involved in the Law		
Enforcement Process	•.	B 9
Maximizing Opportunities for Professional Development		B 10
Program Development Criteria		B 11

analysis

INTRODUCTION

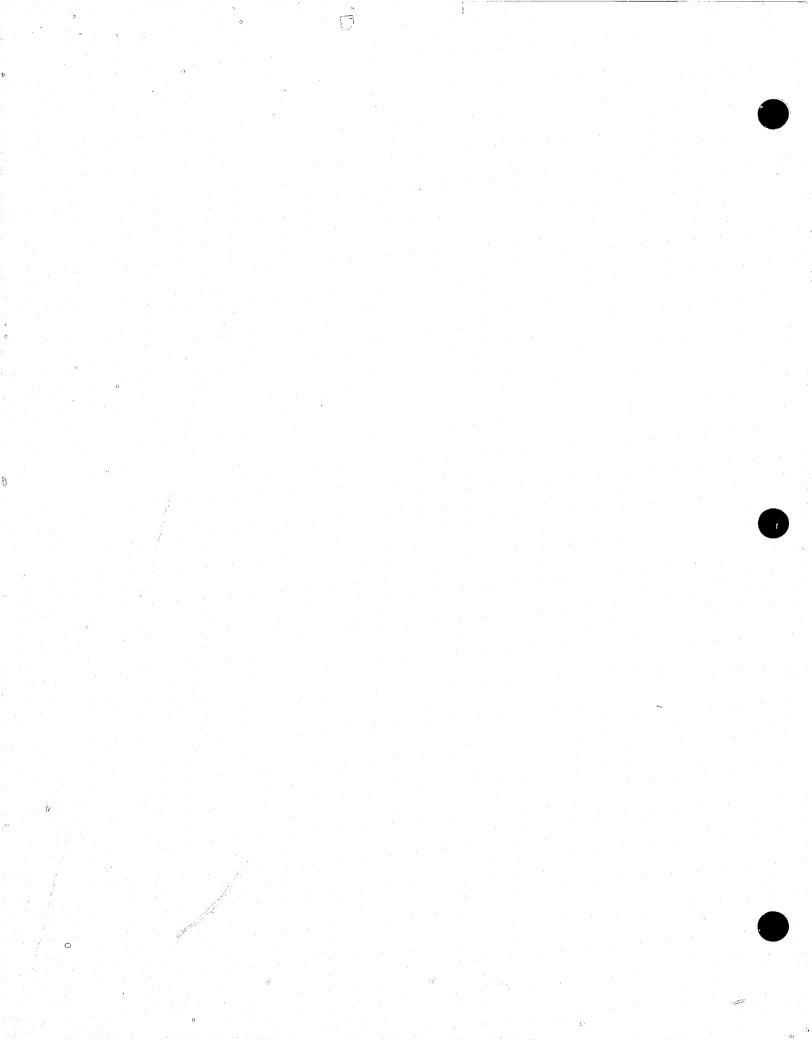
The purpose of Section B is to provide police planners with detailed guidance to be used in the development of new programs and facilities. The first section of the <u>Guidelines</u> has described a broad range of data that can be used in the law enforcement planning process. In this section, the analysis of that data is discussed.

Section B is divided into three basic parts. Part one contains a comprehensive planning strategy for the development of law enforcement master plans. A step-by-step procedure for determining law enforcement needs and preparing plans for responding to those needs is presented. The concepts and techniques discussed in this section are based on a systems approach to law enforcement planning. This approach involves viewing each individual operation and facility component in the context of the total system of law enforcement services and facilities.

In the second part of Section B, seven basic planning principles are discussed. These principles are intended to be used as guides for upgrading law enforcement operations and improving the delivery of police services in the community. Material presented in all other sections of the <u>Guidelines</u> is based on the concepts contained in these seven planning principle statements.

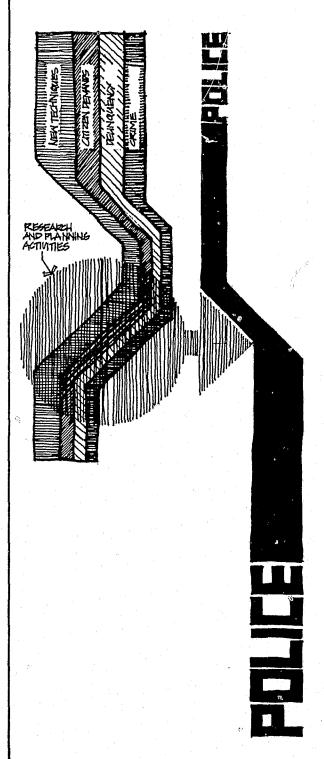
The third part of Section B includes a series of planning sheets to be used in analyzing the need for various kinds of law enforcement programs. Formulas are presented on each sheet for determining the optimal allocation of manpower for each program. The formulas are based on crime rates, population, department size, and other critical factors.

analysis



A SYSTEMS APPROACH TO POLICE PLANNING

BACKGROUND



The importance of planning and evaluation to effective law enforcement operations is widely recognized by police administrators. In order to respond to changing patterns of crime and delinquency and to provide services of the highest quality, police department operations must be continually monitored and modified when necessary. This type of operations research requires a constant input of data from all departmental units. As citizen demands for various kinds of police services change, departments must respond by reassessing their allocation of manpower and other resources. New techniques of preventing crime and of apprehending those who break the law must be evaluated and adapted to the particular needs of the communities in which a police department is operating. Accomplishment of these and other planning objectives requires that law enforcement agencies engage in extensive research and planning activities.

One of the major objectives in police planning is to enable departments to anticipate future demands for their services and to develop the personnel and technical resources that will be needed to respond to those requirements. Therefore, sound planning must be based on accurate predictions of future conditions that may influence the nature and scope of police services. Population growth trends and the expansion of areas served through annexations should be carefully monitored by police planning units. Age distribution, ethnic composition, and

analysis

other demographic factors are also important factors in the planning process. The extent to which various segments of the population are "permanent residents" of the community is an important consideration in predicting future demands for police services. A declining population or a significant increase in the proportion of the population who do not consider themselves to be permanent residents are both factors that are generally associated with increased demands for police services.

Planning and research in police operations becomes especially critical whenever new facilities are being considered. Functional designs for police facilities can be developed only through a detailed analysis of the present and future operational requirements of the units that will use the various parts of the building. A major source of premature obsolescence in police facilities is the failure to anticipate the development of new operational units and programs. Another common source of inadequate facilities is the failure to develop accurate projections of future demands for police services. Projections of this type must be available prior to the design phase of the facility planning process.

In Section D of the <u>Guidelines</u> a detailed strategy for planning new police facilities is described. The approach to facility planning presented in that section is based on the assumption that a thorough evaluation of organizational and operational issues has been completed. The design of a new facility should emerge from a comprehensive, long-range plan for the divelopment of police services in the community.

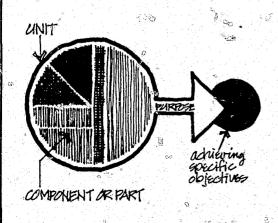
Whenever possible, a master plan for the future expansion and improvement of police services should be completed before the issues of facility design and site selection are considered. The architectural design and location of a new police facility should be consistent with the operations of the department as they will be conducted ten to fifteen years after the building is completed. Design criteria for each component in a police facility should be developed after a thorough analysis of the present and future requirements of the operations and programs that will be conducted in that particular part of the building.

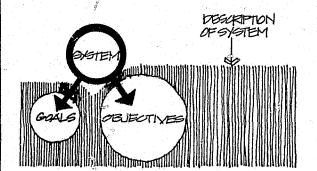
The purpose of the material presented in this section is to describe a practical approach to the task of police planning and research. The concepts and techniques that are discussed can be used in a wide variety of planning contexts. They can be applied equally well in planning a small evidence storage operation or for developing a ten-year master plan for an entire metropolitan police department. A systems approach to planning can generally be used regardless of the scale of the problem.

THE SYSTEM CONCEPT

"System" is a central concept in the approach to police planning described on the following pages. Therefore, it will be important for the readers to have a clear understanding of this concept.

Any groups of components or parts that are organized into a unit for the purpose of achieving specific objectives can be defined as a <u>system</u>. Government agencies, commercial organizations, and





educational institutions are all examples of systems.

A police department is another good example of a system. Like most other types of modern organizations, a law enforcement agency is made up of personnel and equipment that are organized to perform specific functions.

Systems can best be described in terms of their goals and objectives. Two of the major goals of a police department are the prevention of crime in the community and the protection of individual rights.

For purposes of analysis, any sub-unit within a police department can also be viewed as a system. A criminal identification unit, for example, is a functioning system that is organized for the purpose of identifying persons suspected of committing crimes. It can be analyzed as a system in basically the same way that an entire police department would be analyzed.

A criminal identification unit is also a sub-system of the police department. A "sub-system" is any set of components or parts that are organized to assist a larger system in accomplishing its objectives. By accomplishing the task of identifying criminal suspects an identification unit contributes to the ability of a police department to attain its goals. In this sense, the unit is a sub-system.

Systems rarely operate in a vacuum. Their environment includes many elements that either assist or hinder their operations. Therefore, in analyzing a system it is always important to identify the major environmental factors that may influence its functioning. Factors that may determine the volume of inputs into a system

are particularly critical. For example, in the case of a police department the number of law violations occurring in the community is an extremely important environmental factor. Other agencies that can assist a police department in responding to requests for service are another important part of the environment.

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INTRODUCTION TO THE METHOD

The planning method outlined on the following pages is designed to be used by a police department in assessing its present operations and in developing long-range plans for improving the quality of its services. By following this method a department will be able to prepare detailed statements of future personnel, equipment, and facility requirements. It will also be able to develop implementation schedules for proposed operational improvements.

The method is also intended to be used in preparing policy statements and procedural guidelines that will result in more effective operations. A systematic review of all departmental functions is an important element in the planning process. The method encourages the police planners to explore alternative approaches to conducting law enforcement operations.

Although the method is primarily intended to be used in developing a master plan for an entire police department or group of associated departments it can also be used for more limited planning objectives. For example, the method is ideally suited to the operational analysis of individual units within a law enforcement organization. By following the procedures outlined on the following pages long-range plans

analysis

including personnel, equipment, and facility projections, can be developed for any operational component within a police department.

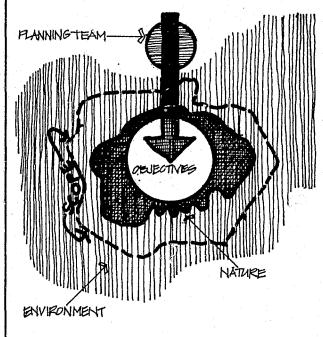
The process presented on the following pages consists of five major planning phases leading up to the final implementation phase. Each of the five phases is designed to produce certain basic planning data that will be required during the later stages of the process.

Although the process is presented sequentially as a logical progression of tasks, the planner is encouraged to consider alternative approaches that may involve a reordering of the elements within each phase. Also, throughout the process, the outcome of earlier stages should be periodically reviewed and modified in the light of later developments. Conclusions reached in early phases of the process may often require revision or further elaboration in order to solve successfully the problems that arise during the later phases. Thus, no part of the planning process can be considered complete until all of the tasks have been carried out.

The process of reviewing earlier findings and conclusions in the planning process is referred to as the "feedback cycle". This facet of the process is indicated by a dotted line on the accompanying chart. Although this appears as a relatively minor part in the overall process, it represents an indispensable aspect of successful planning.

The following is a brief overview of the six parts in the law enforcement planning process:

<u>Phase 1 - System Delineation:</u> The initial phase involves establishing a planning team and determining its objectives. The



most important element in stating planning objectives is to clearly define the nature and scope of the system for which the planning is to be accomplished. The system must be described in terms of its mission or goals. It must also be described in terms of the environment within which it is expected to operate. This process is referred to as "system delineation".

Phase 2 - Survey: All law enforcement planning is dependent on the availability of accurate, up-to-date information concerning current operations. In cases in which planning is being conducted for yet undeveloped operations and programs, data must be gathered that will accurately reflect the potential demand for such services. In addition to data on population and crime trends, the police planning unit must also seek to obtain information concerning various kinds of resources in the community which can be used to accomplish the operational objectives of the department. All data gathering activity is placed under the general heading "survey".

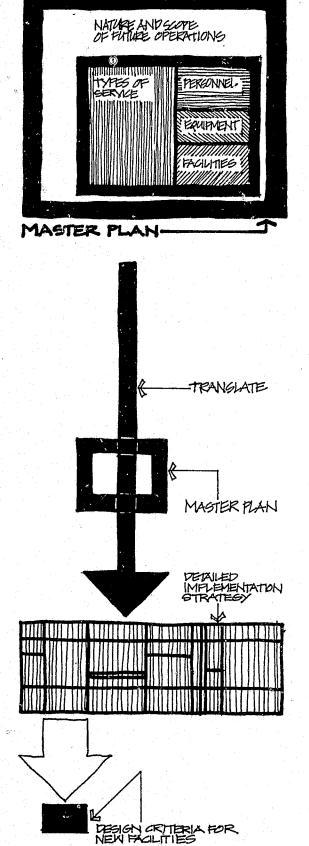
Phase 3 - Program Review: Based on data obtained in the previous phase, each operational component of the system is evaluated. In order to provide definite criteria for evaluating all aspects of the system, a set of planning principles are developed during this phase of the process. The principles reflect the operational goals and philosophy of the department. Thus, the two products of phase 3 are the statement of planning principles and a detailed evaluation of all programs or operational components of the system.

<u>Phase 4 - Master Plan:</u> After completing its review of existing programs the



STATEMENT OF PLANNING PRINCIPLES

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planning team will be in a position to begin preparing a master plan that describes the nature and scope of future operations. A master plan should include a comprehensive statement of the types of services that will be developed in future years. It should also contain a general description of the personnel, equipment, and facilities required to provide those services. A master plan provides guidance required in later stages of the planning process when detailed plans for facilities and organizational units are developed.

<u>Phase 5 - Translation:</u> At this stage of the process, plans are developed to provide a sound basis for the following types of activity:

- Acquiring new personnel
- Reassigning existing staff
- Conducting training programs
- Purchasing new equipment
- Designing new facilities
- Modifying existing facilities

The objective of Phase 5 is to translate the system master plan into a detailed implementation strategy. Personnel, equipment, and facility requirements are determined and procedural guidelines for all operational programs are drafted.

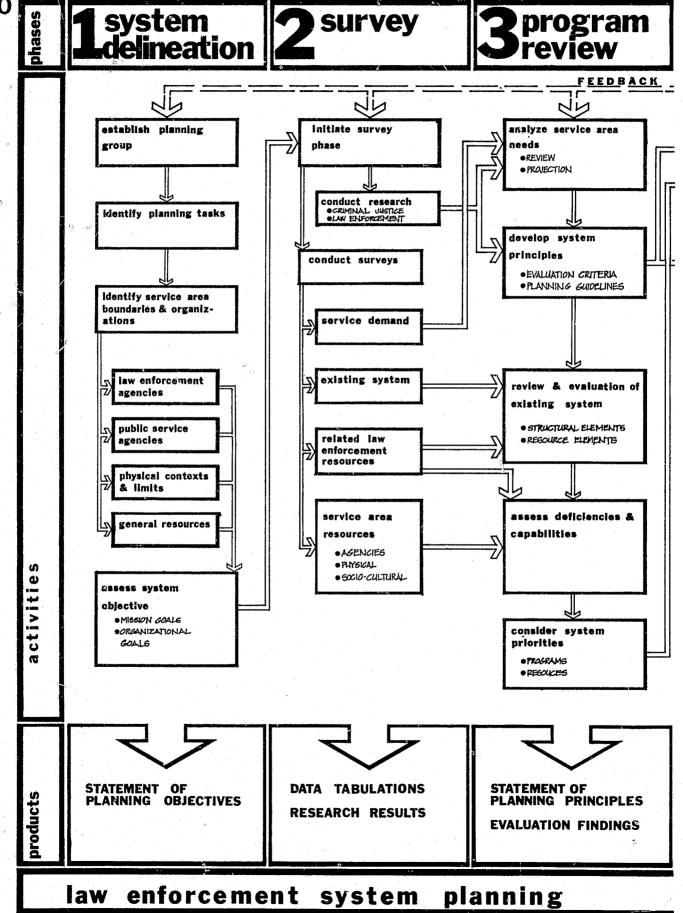
It is in Phase 5 that the design criteria for new facilities should be developed. These design criteria should be consistent with the planning principles written during Phase 3. They should reflect the operational requirements of the programs included in the master plan prepared in Phase 4. Therefore, facility planning should not be initiated prematurely.

Phase 6 - Implementation: The final phase involves program development and facility construction. At this stage, the actions called for in the organizational and facility programs prepared during Phase 5 are carried out. The implementation phase should involve program and facility evaluation efforts that will provide a basis for future planning.

The diagram appearing on the following two pages describes the entire planning process. The products of each of the six phases are indicated at the bottom of the chart. The arrows are used to indicate a logical progression of planning activity.

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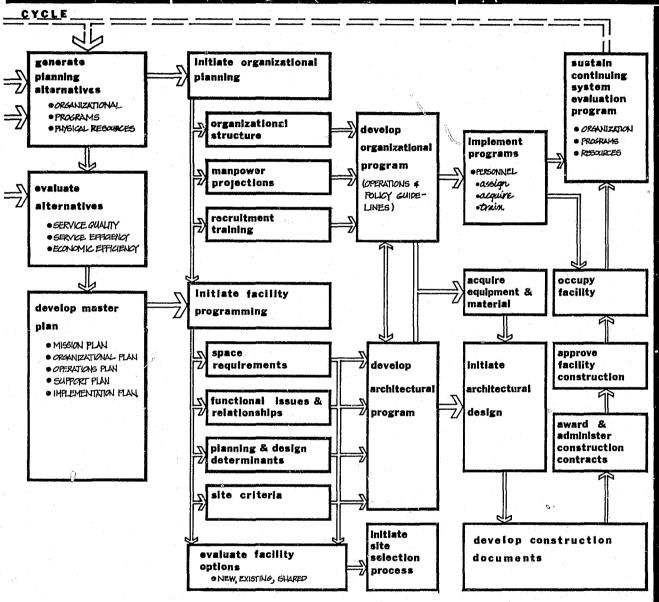
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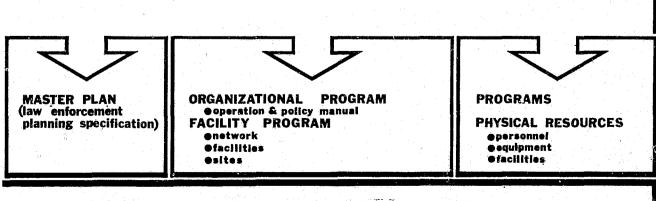


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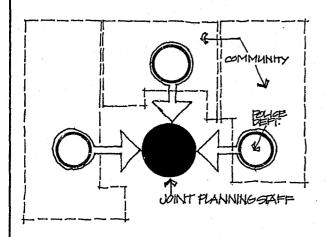
PLANNING RESOURCES

Although police administrators are generally aware of the importance of operations research and long-range planning, they frequently have difficulty developing the resources needed for this work. The planning strategy outlined on the following pages will require a substantial amount of manpower. In most cases it will involve using a combination of departmental and outside resources.

There are five basic types of resources available to police administrators in conducting operations research and in developing plans for new programs and facilities. These five resource categories are discussed in the following paragraphs.

1. Police Planning Units: In response to the need for improved long-range planning capabilities, many police departments have established full-time planning staffs. These units are given the responsibility of providing administrators with the data required to evaluate operations and to develop plans for the most effective utilization of department resources. They generally conduct research on new techniques of crime prevention and law enforcement and make recommendations concerning the feasibility of adopting these practices.

Although the value of maintaining a full-time planning staff is recognized by most police administrators, this type of program is beyond the capability of many small and medium sized departments. In situations in which a department lacks the resources required to establish a full-time planning unit, it is strongly recommended that cooperative arrangements be explored whereby a planning capability



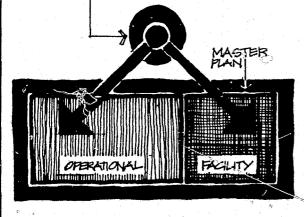
can be jointly developed by two or more departments serving adjacent communities. In this way relatively small police agencies can benefit from the services of a planning staff. This arrangement has the additional advantage of providing a sound basis for developing other staff and technical support services which could serve all of the participating departments.

In the area of facility development an interagency planning unit can be a particularly effective arrangement. Because the planning unit is engaged in operations research and program development for a number of departments it is in an excellent position to formulate the plans for a network of facilities that will meet the operational needs of all of the participating departments.

A "facility network" is a group of functionally interrelated buildings designed to meet the operational requirements of a law enforcement system. (For a detailed description of various types of facility networks, see Section D.) Ideally, all police facilities should be integrated into a network of structures dispersed throughout the area served by the departments participating in a law enforcement system. In this way incompatible work areas and operational spaces can be more easily segregated and the duplication of expensive facilities avoided.

An interdepartmental planning staff is also in a good position to conduct the research needed to develop operational and facility master plans. The availability of a master plan for the development of law enforcement resources enables participating departments to design facilities and programs which will be compatible with those of other departments. (For a more complete discussion

INTERDEPARTMENTAL PLANNING STAFF



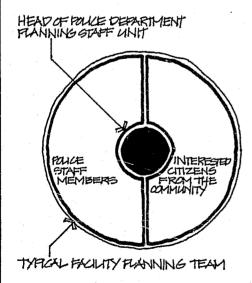
of the functions of a planning and research unit, see Section C.)

2. Special Planning Teams: A full-time staff unit devoted to planning and research is a definite asset when a major planning project is undertaken by a police department. However, it often may be necessary to supplement this resource with additional manpower in order to accomplish particularly complex planning tasks. In some cases, the temporary assignment of an additional staff member to an existing planning unit may be adequate.

Often it is advisable to form a special planning team to conduct the research needed to develop plans for particular programs or facilities. This approach is particularly useful when a department is engaged in developing design criteria for a community police facility.

A typical facility planning team might be composed of an equal number of police department staff members and of interested citizens from the community. (The formation of a facility planning team is discussed in Section D.) The coordinator for the activities of the team is usually the head of the police department planning staff unit. The role of the team is to conduct research that could not be done by the regular planning staff. A special planning team also provides a means of achieving citizen involvement in the facility planning process.

3. <u>Citizen Volunteers:</u> Persons living in the community who have technical expertise can be extremely helpful to police departments in the development of plans for new programs and facilities. Therefore,



police administrators should make every effort to identify such people and maintain a list of those who are willing to provide their services on a voluntary basis. There are many types of police planning efforts that will benefit from the participation of lawyers, electronic engineers, architects, and other professionals who might be willing to assist department planners on this basis.

itizens with valuable training and skills should be encouraged to participate in special planning teams such as those described above. This is an excellent means of building a solid base of citizen support for police department programs. However, caution must be exercised to avoid a conflict of interest on the part of professionals who volunteer to assist police planning projects. The participation of citizen volunteers should always be made a matter of public record.

4. Criminal Justice Planning Agencies:
Police departments can benefit in many
ways from the technical assistance programs conducted by the state criminal
justice planning office. In a growing
number of states the staff of the state
criminal justice planning agency includes
consultants who are available to assist
police administrators in formulating plans
for new programs and facilities.

Assistance from the state planning agency can be particularly helpful when two or more police departments are engaged in a joint planning project. A state criminal justice planning office can often assist departments in developing programs that will benefit the law enforcement community in an entire county or multi-county region.

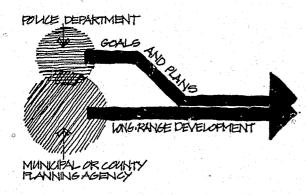
The role of the state planning agency is particularly critical in coordinating the

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plans of a particular department with state and regional plans for the upgrading of law enforcement resources. State criminal justice master plans frequently include materials that will have a direct bearing on the future development of programs and facilities at the local level.

State criminal justice planning agencies can also assist police departments in securing technical planning assistance from other sources. Most agencies of this type maintain contact with professional consultants in many specialized fields. Therefore, it is generally advisable for police administrators to seek the assistance of the state planning agency whenever the services of a professional consultant are required.

- 5. Municipal, County, and Regional Planning Offices: There are a number of important ways in which a municipal or regional planning office can assist a police department in evaluating operations and in the development of plans for new programs and facilities. The following is a partial list of the services generally available from this type of planning agency:
- Population surveys and projections for each part of the planning area
- Basic land use projections
- Processing and analysis of data on police operations in the community
- Data on the social and economic characteristics of the area served by a police department
- Current information on plans for commercial and industrial development
- Master plans for the development of government services



By developing a close working relationship with a municipal or county planning agency, a police department will be better able to coordinate its goals and plans with the community's plans for long-range development.

Police departments can often benefit from technical planning assistance provided by the staff of a planning office. The agency may be able to suggest ways a police department with limited resources can engage in more effective planning efforts. When major planning projects are required, it may be desirable for a member of the planning agency staff to be temporarily assigned to the police department. In other situations, personnel from the police department staff can be assigned to work with a local planning agency in gathering and analyzing data related to police operations.

Generally, law enforcement planning conducted by a municipal planning office without the direct involvement of police department representatives will not yield satisfactory results. When possible, plans for the development of police services and facilities should be initiated and guided by the administration of the police department. The planning agency should be viewed as a technical resource to help the police administrator formulate long-range plans for the development of his department.

6. <u>Professional Consultants</u>: The services of an outside consultant are generally useful in exploring alternative operating procedures and for upgrading existing programs.

A growing number of organizations are being established to provide technical planning assistance to law enforcement agencies. Some of these organizations

provide services in specific areas such as communications and data processing. Others are prepared to offer a broad range of general planning assistance. Organizations in the latter category include the International Association of Chiefs of Police, Public Administration Service, and the National Clearinghouse for Criminal Justice Planning and Architecture.

Management surveys prepared by consultants can be used to provide a basis for long range planning and general reorganization of police departments. However, the evaluative reports prepared by such organizations are of little value if a police department is not prepared to implement the recommendations they contain. Implementation will generally require a substantial commitment to planning and program development. In order to take full advantage of professional consulting services, a police department must develop and maintain its own staff planning capability.

SUMMARY

All law enforcement planning activity should involve the direct participation of the officers and civilians within the organization who will be affected by the plans that are developed. Therefore, every member of the department should be considered a potential resource person for planning purposes.

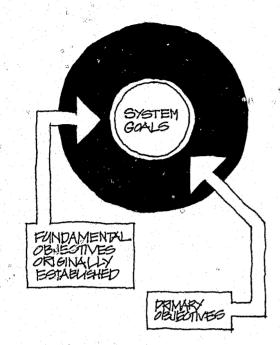
As noted previously, sound planning is generally dependent on the availability of accurate operational data. This type of data can only be provided by those who are involved in conducting department programs. Therefore, all personnel should be thoroughly briefed on the objectives of planning projects that may affect their area of operation. They must be given a clear understanding of the data input they will be expected to provide in the course of the planning process.

phase 1: system delineation

The first task in the planning process is to describe accurately the unit, organization, or groups of organizations for which plans are to be developed. The focus of a planning project may be an operational component of a police department or the entire department. Increasingly, police planning units are involved in conducting operational and facility planning for two or more cooperating police departments. Whether the focus of the project is a single unit within a police department or a group of twelve law enforcement agencies, a detailed description of the system must be developed at the outset of the planning process. This procedure is referred to as "system delineation".

The system should first be described in terms of its goals. The planner should seek to determine the major objectives for which the system has been established. By preparing a statement of system objectives, the planner will begin to form a clear understanding of the nature of the system with which he is concerned. Each component of the system can then be evaluated in terms of the contribution that it makes to the accomplishment of system objectives.

There are two basic kinds of system goals that should be recognized. The first category includes all of the major objectives for which the organization was



originally established. Using a police department as an example we might list the following system goals:

- Prevention of crime by reducing opportunities and incentives
- Detection and apprehension of persons violating the law
- Protection of the legal rights of citizens
- Assisting people in emergencies
- Gathering and protection of evidence required in criminal proceedings

The second category of system goals are those that must be achieved if an organization or operational unit is to survive and succeed in accomplishing its primary objectives. Again, using the example of a municipal police department, the secondary system objectives might include the following:

- Maintaining high morale and <u>esprit</u> de corps among the members of the organization
- Building public confidence and active citizen support
- Developing the professional skills of all personnel in the organization
- Continual adaptation of the department to changes in the nature and extent of crime in the community

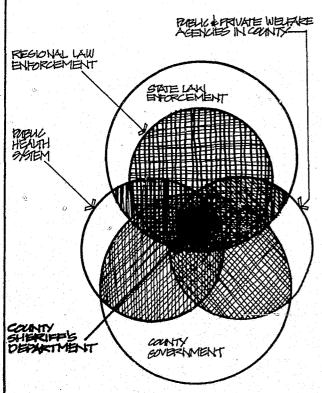
The statement of system objectives developed during the initial phase of the planning process should be quite broad. A list of more specific objectives such as

"maintaining accurate records of all persons charged with criminal violations" will be prepared at a later stage in the planning process.

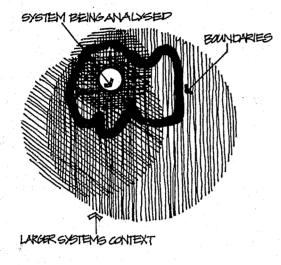
Having identified the primary and secondary goals of the system, the planner should next attempt to determine the system's boundaries. Any law enforcement system, whether it is a unit in a police department or an entire police organization, shares certain common boundaries with other units or organizations. By identifying these boundaries a planner will be able to accurately describe the scope of the system with which he is concerned. He will also be able to determine the organizational context within which the system must function. A criminal identification unit, for example, might be bounded by a fingerprint classification unit, several field investigation units, and a crime laboratory. All of these surrounding units either provide inputs into the system or are the recipients of system products.

To the extent that an organization or functional unit depends directly on other organizations for the accomplishment of its objectives, it should be viewed as a sub-system. Identifying all of the other organizations or agencies on which a system is dependent for achieving its goals is an important part of the system delineation process. A county sheriff's department, for example, may be a subsystem of the following larger systems:

- The regional law enforcement system including all of the other police departments in the area
- The state law enforcement network



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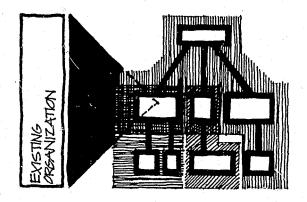
- The system of county government
- The public health system
- The network of public and private welfare agencies operating in the county

By identifying all of these larger systems with which the sheriff's organization is involved, the planner would be able to determine more accurately the boundaries of the system with which he is primarily concerned. He would be able to place the system, for which he is developing plans, in the context of other interrelated systems.

In the case of a large and fairly complex organization it is usually advisable for the planner to divide the organization into its major constituent parts. Most police departments are sufficiently complex in their organizational structure to warrant their subdivision into a number of major elements for purposes of planning and analysis. The identification of operational sub-systems is an important part of the "system delineation" phase of the planning process.

Below the level of the total organization, two types of sub-systems can be identified in a typical law enforcement agency. Either of these can be used for purposes of planning and evaluation.

The first sub-system category includes all of the conventional units in a law enforcement organization such as sections, squads, bureaus, and divisions. Each of these organizational units can be viewed as a semi-autonomous system. Like any other system they can be described in



in terms of their goals and the relationships they have with other units and organizations. When a police department is described in terms of these standard sub-units the result is the familiar organizational chart consisting of a series of connected boxes. An organizational chart usually reflects the existing chain of command and channels of communication.

In most situations, a second type of organizational sub-system is better suited to the purposes of police planning. This alternative sub-system category consists of the major programs that are conducted by the department.

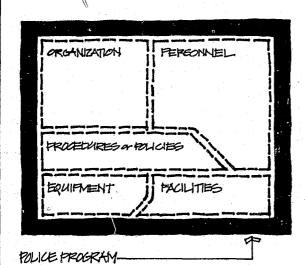
A police program is the basic operational element in any law enforcement organization. The following is a working definition of a "police program":

Program: Any continuing operation designed to accomplish a specific organizational objective.

Modern police departments normally conduct a wide range of programs. Each program is established and maintained for the purpose of accomplishing one or more of the department's goals. Crime scene investigation, suspect interview, evidence analysis and storage are all examples of programs that are found in most police departments.

In some cases an organizational unit may be charged with conducting a single program. However, in most cases the bureaus and other units of a police department will be involved in conducting two or more programs. Also, there are many programs which involve staff

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members and technical resources from more than one unit within a police department. For this reason, police programs are generally better units for analysis and planning than are the conventional organizational elements such as bureaus and sections. Therefore, it is recommended that the department be described in terms of its programs rather than its standard organizational units. Section C of the <u>Guidelines</u> contains detailed descriptions of a large number of police programs.

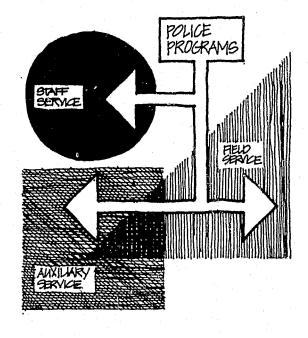
A police program can be thought of as consisting of five basic elements:

- Organization
- Procedures or Policies
- Personnel
- Equipment
- Facilities (work areas)

The organization of the staff assigned to a program and the procedural guidelines that govern their activities are the basic structural elements of a police program. The organization of the program staff serves to structure the official relationships existing among the officers and civilians who conduct the program. The procedural guidelines or policies serve to structure their responses to the problems that the program is intended to solve. Together, these two structural elements determine the manner in which a police program will be conducted.

The remaining elements are the three basic kinds of <u>program resources</u>. Implementation of police programs will require specific types of personnel, equipment, and facilities. The planning related to the

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development of these programs involves determining the requirements in each of these three categories of program resources.

Police programs are normally divided into three broad categories. Staff service programs include those operations specifically designed to assure the continuing effectiveness of a police department. Services provided by staff programs enable a department to respond to changing conditions in the community it serves. Planning, recruitment, and training are all examples of staff programs.

Programs that provide direct support to field units are classified as <u>auxiliary</u> <u>service programs</u>. Dispatching and fingerprint identification are examples of police programs in this category.

Most police operations involving the direct delivery of services to the public are referred to as <u>field service programs</u>. Programs included in this third category range from burglary prevention seminars to traffic accident investigation.

As a result of Phase 1 planning efforts, the following documents will be available for use in the later stages of the process:

- A statement of system goals
- A diagram showing the functional relationships between all major programs or sub-units within the organization. (See page 8.5 for an example of this type of diagram.)
- A description of the relationship between the system and other organizations or agencies in its environment. In the case of a

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municipal police department this will include other elements in the criminal justice system, a variety of health and welfare agencies, and certain government offices.

The planning group should now have a clear understanding of the system with which they are concerned. Their efforts in the later stages of the process will be aimed at modifying this system so that it will be better able to accomplish its objectives. This process may well involve significant changes in the structure of the system and the way in which it operates. Relationships with other systems may be altered. However, before any of these decisions can be made a great deal of data must be collected. This task will be accomplished in Phase 2.

phase 2: survey

The primary objective in Phase 2 is to bring together information and data that will be required to evaluate existing operations and to develop plans for a more efficient system for the delivery of police services. Although most information and data that will be needed to accomplish later planning phases can be identified at this stage, the planning team should be prepared to conduct further survey research as the project develops.

The surveys conducted during this phase focus on four major aspects of the system and its operational environment. They can be grouped into the following categories:

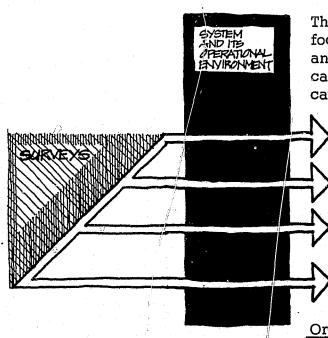
Existing Organization and Operations

Requirements for Police Services

Community and Law Enforcement Resources

Demographic and Physical Characteristics of the Planning Area

Organizational Survey: All manpower, equipment, and facilities presently in use by the system should be inventoried. It will be helpful in developing projections at later stages of the planning



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process if manpower data for previous years can also be obtained. (See Section A3 for additional guidance on conducting personnel surveys.)

All of the staff, auxiliary, and field service programs that are currently being conducted by the department or departments involved in the planning process should be described. A separate statement should be prepared for each operational program. These descriptive statements can be organized in terms of the following seven point outline:

- A. Program Objectives: Specify in order of priority the goals for which the program was organized.
- B. Policies and Procedures: Describe the way in which the operations of the program are conducted. Indicate all major inputs into the program and the way they are handled. All official policies governing the conduct of the program should be summarized. Normally these will be statements taken from the department's policy manual.
- C. Staff Organization: Indicate the chain of command and channels of communication operating within the program. A job description for each staff position should be prepared and included under this part of the outline. Training and experience requirements should also be indicated.
- D. Personnel: An inventory of all personnel (civilian and sworn officers) currently engaged in conducting the program should be conducted. It will also be helpful to gather data on the growth in the number of people assigned to the program in recent years. This data

- will be used in developing projections of future personnel requirements for the program.
- E. Equipment: All items of furniture and equipment currently in use in connection with the program should be inventoried. Certain field service programs may not require any items of equipment. This fact should be indicated at this point in the program outline. In other cases a major item of equipment may be used in conjunction with more than one program. When this is the case the proportion of time that the equipment is in use by personnel assigned to the program should be indicated.
- F. Facilities: The police facilities that are used in conducting the program should be described in detail. If a facility component (i.e., work area) is used for more than one program this fact should be indicated. In addition to describing the overall size and location of the program facilities, comments on the structural quality of each space should be prepared.
- G. Relationship to other programs and agencies: A diagram should be prepared indicating the functional relationships that exist between the program and other operational units within the department. The nature of the relationship should be described in terms of the inputs that are received from the other programs.

If the operation of the program involves a direct working relationship with agencies outside of the



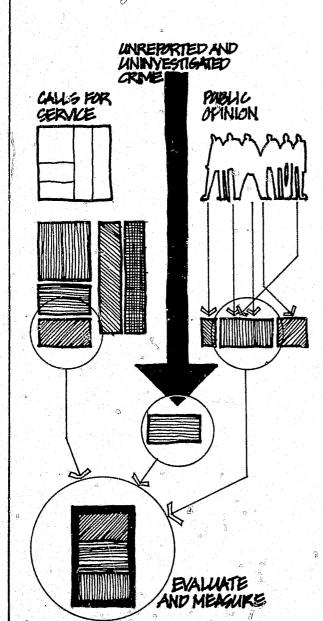
department this interaction should be shown on the diagram. Here again, it is important to indicate the nature of the relationship in terms of inputs. The types of transactions between the program and the other agencies should be described in detail.

DEMANDS FOR PROGRAM SERVICES

When all of the programs conducted by the department have been surveyed and described in terms of the seven-point outline described above, the demands for the services provided by each program should be surveyed. In some cases the data required for this type of survey can be taken from existing department records. However, data related to some of the programs can be obtained only by conducting special surveys.

Demands for various types of field services (e.g., accident investigation, emergency assistance, etc.) can be determined by surveying the calls received in the department communications center. (See Sections A7 and A14 for two examples of survey formats that are designed to be used in gathering this type of data.) All of the data on department operations that is collected during this phase of the planning process should be related to specific programs.

In addition to evaluating existing operations in terms of the frequency of demands for services, an effort should also be made to determine the <u>potential</u> requirements for police services. One of the ways in which this can be done is by conducting a survey to measure the amount of unreported and uninvestigated crime in the community. An example of a survey



Public opinion data that reflects the current level of satisfaction with police services in the community can also be useful. This type of survey may often reveal the need to expand or modify police operations in various parts of the community.

In conducting surveys of present and potential requirements for police services, it is generally advisable to subdivide the total area served by a department into small units. Beats, precincts, or police districts can be used as sub-units in analyzing data. However, in most cases, it will be preferable to use the "census tracts" that have been developed by the Bureau of the Census. A "census tract" is defined as "a small, homogeneous, relatively permanent area." The average census tract contains approximately 4,000 residents. 1

The chief advantage in analyzing police operations data in terms of census tract distribution is that information on income, employment, ethnic composition, and other demographic variables is available for each tract from the Bureau of the Census. Comparable data is generally not available for police precincts or beats.

¹For further information on census tracts, see U.S. Department of Commerce, Bureau of the Census. Census Data for Community Action. (Washington, D.C., November, 1972)

LAW ENFORCEMENT RESOURCES

During the survey phase of the planning process information should be brought together that can be used in evaluating the availability of law enforcement resources in the vicinity of the department's service area. All law enforcement agencies operating in the area should be contacted to determine the potential for cooperation in developing shared resources. The willingness of other departments to make facilities and equipment available may often result in substantial cost savings. The format for a survey of law enforcement resources is found in Section A4 of the Guidelines. This type of information will be valuable in later phases of the planning process.

HEALTH AND WELFARE RESOURCES

All public and private agencies providing services that may relate to police operations should be contacted during the survey phase of the planning process. Information should be obtained to enable the planners to evaluate the potential impact of these services on law enforcement operations.

A survey of these agencies should be conducted to determine the types of services available. An effort should also be made to determine the willingness of each agency to cooperate with the police. Guidelines for conducting this type of survey are found in Section A5.

In addition to established agencies and professional services available in the community, police planners should also try to identify citizen groups and volunteers who might assist the police. Big Brother programs and Parent Teacher Associations are examples of volunteer

groups that can be valuable resources in conducting police programs.

DEMOGRAPHIC AND PHYSICAL CHARACTERISTICS

The planning process requires accurate information concerning the geographic and demographic characteristics of the area served by the police department. Therefore, during the initial phase of the process, data should be obtained to provide accurate information for each part of the planning area. The data should include existing conditions and projections of future aevelopments. Maps and other forms of data should be brought together in order to provide planning information in the following areas:

- Population composition and distribution
- Population growth: potentials and trends
- Land use in the planning area
- Current and proposed transportation networks
- Geographic conditions and influences (i.e., weather, topography, seismic factors, etc.)
- Location of existing and proposed criminal justice facilities
- Location of hospitals and other health and welfare agencies

Much of this data is readily available through regional planning offices and state criminal justice planning agencies. Therefore, these agencies should be contacted for assistance during this phase of the planning process.

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SUMMARY

Completion of the survey phase will provide planners with the information needed for a clear understanding of the current operations of the police department and of the environment within which the department must function. The data obtained during this phase will also provide a sound basis for developing accurate projections of future requirements for police services.

It is strongly recommended that the collection and analysis of planning data be established as a permanent part of the operations of a police department. Data that is brought together during this phase of the planning process should be updated and expanded. This will provide a data base for the routine evaluation of department operations in the years following this initial planning project.

phase 3: program review

The objective of this phase of the planning process is to evaluate current operations and to identify deficiencies that must be corrected if departments are to provide services of the highest quality. Data gathered during the previous phase will be used to analyze the programs now being conducted and to explore ways in which they can be improved. The elimination or restructuring of programs will be considered. This process is intended to prepare the planning team to proceed with the development of a system master plan in the fourth phase.

DEVELOPMENT OF PLANNING PRINCIPLES

Planning efforts in the field of law enforcement should be guided by explicit principles reflecting the overall objectives of the department or departments involved in the planning process.

Therefore, at this stage of the process it will be necessary for the planning team to develop a set of principles for evaluating alternative courses of action. These principles should constitute a statement of operational philosophy that can be translated into police programs and facility designs.

Failure to develop a carefully worded statement of operational philosophy can often result in misunderstandings and unnecessary conflicts during the planning malysis.

process. Agreement on fundamental principles is particularly important when two or more law enforcement agencies are involved in a joint planning project. The process of preparing such a statement will often assist police administrators in recognizing and resolving differences in operational philosophy.

A police facility should be an architectural statement of a department's operational philosophy. Its scale, location, and general architectural character should reflect the approach to law enforcement problems that is held by department administrators at the time the site is selected and the building constructed. For example, a police department that is committed to developing a close working relationship with citizens in the community and to the involvement of citizens in crime prevention activities will develop site selection criteria that are significantly different from those used by departments whose operations are guided by different operational concepts. A department that prefers a highly centralized approach to the delivery of police services will require facilities that are significantly different from those used by departments with a more decentralized approach.

A group of seven police planning principles are discussed in detail in the second part of Section B. These principles are presented as examples of the types of statements that should be prepared prior to initiating any form of planning activity. Statements of operational philosophy should be subject to periodic review. As more effective approaches to law enforcement problems are recognized, they should be incorporated into a department's statement of operational philosophy.

EVALUATION OF EXISTING PROGRAM

Each program currently being conducted should be systematically reviewed at this point in the planning process. The following questions should be raised in relation to each program:

Are the procedures followed in conducting the program consistent with the planning principles previously developed?

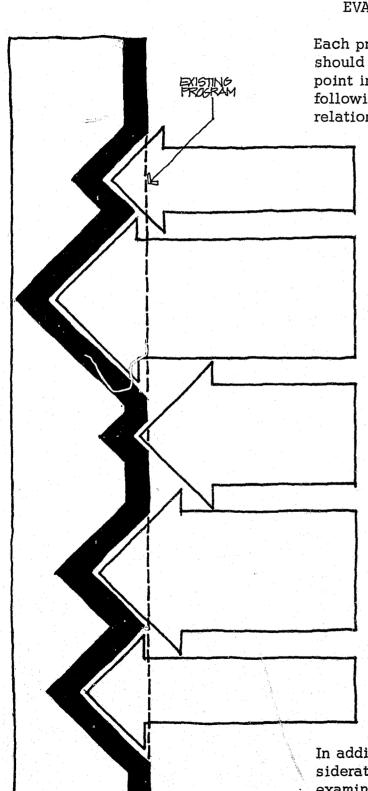
Are the stated objectives of the program appropriate to the police organization? If not, what are the possibilities of transferring responsibility for the program to some other public or private agency?

Are the policies and procedures followed in conducting the program consistent with legal statutes and with the overall objectives of the system of criminal justice?

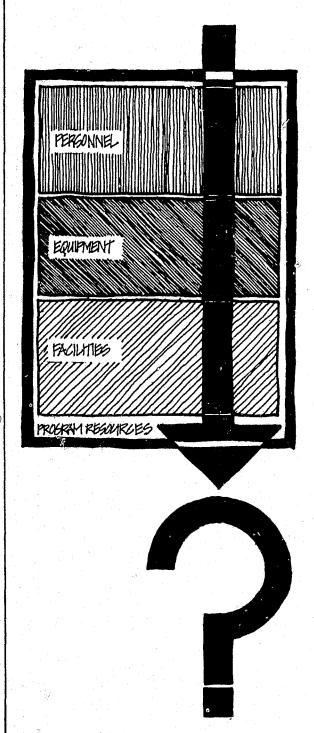
Can the objective of the program be achieved more efficiently through cooperation with other agencies involved in similar programs? What is the potential for developing an interagency program of this nature?

Based on available data, how successful has the program been in accomplishing its stated objectives?

In addition to these general policy considerations, the planning team should examine the resources allocated to each



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program area. There are three basic types of program resources to consider - personnel, equipment, and facilities. In relation to manpower resources the following questions should be raised:

- Is the number of people currently assigned to the program sufficient to accomplish its major objectives?
 Demand for the services provided under the program should be reviewed at this point. The average amount of time required for response to requests for program services should also be determined.
- Do the personnel assigned to the program have sufficient training and experience to conduct necessary operations?
- Based on current trends, what are likely to be the requirements for services provided by this program in future years? Will additional manpower be needed to respond to future demands for program services? At this point in the planning process, a ten-year projection of manpower requirements should be developed for each existing program.

The following issues should be resolved in relation to the equipment resources available for conducting each program:

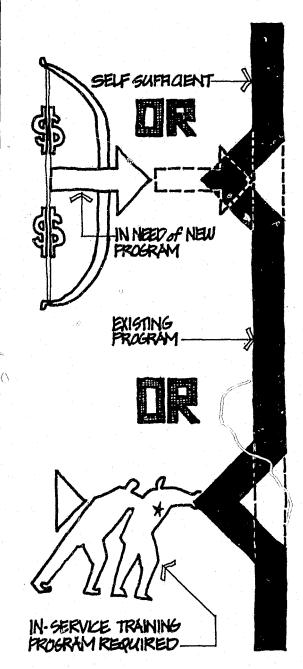
- Is the equipment currently used in conducting the program adequate for accomplishing the major objectives?
- To what extent could equipment owned by other agencies in the community be used in conducting the program?

• Based on projected demands for the services provided by the program, what additional items of equipment will be required in the future? A ten-year projection of equipment requirements for each program should be developed at this point in the planning process.

Facility resources include all buildings and operational spaces used in conducting department programs. The following questions should be answered in relation to each of the programs currently being conducted:

- Are the facilities allocated to the program adequate for the present level of operation? Operational areas should be evaluated in terms of their size, location, and architectural character.
- What is the potential for sharing facilities with other law enforcement agencies involved in conducting similar programs?
- Do alternative or supplementary facilities exist in the community that might be used in conducting the program?
- Will additional operational space be required to conduct the program during the next ten years?
 Projections based on data obtained in the survey phase should be used to develop estimates of future space requirements.
 Detailed facility planning should not be undertaken at this point in the planning process.





When the review of all existing programs has been completed, the planning team should turn its attention to the overall system. A review of current demands for police services as reflected in the surveys conducted during Phase 2 may indicate the need to develop additional programs. It may also be apparent that alternative programs will be required if the system is to successfully achieve its major operational objectives.

Overall system deficiencies should be identified at this point and supplemental programs recommended. Additional staff or auxiliary programs may be required to bring certain field service programs to peak efficiency. An appropriate program should be proposed in response to each system deficiency that is identified during this phase of the planning process. If, for example, it is found that the operations of most departmental programs are hampered by a lack of adequately trained professional staff, the development of an in-service training program might be considered.

When all programs have been reviewed and a list of the additional programs required by the system completed, the planning team is ready to proceed to the fourth phase of the process. In that phase a master plan for the future development of the system will be completed.

phase 4: master plan

In Phase 1 the present system was described in considerable detail. Its objectives were stated and each of its major operational components identified. This process was referred to as "system delineation".

Phase 2 involved the collection of information needed to evaluate existing conditions that affect police services in the community. The frequency of demands for various types of police service was measured and projections for each service category developed. Information was also gathered to provide the planning team with a clear understanding of the resources available in the community that might be used in support of police operations.

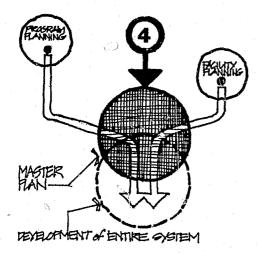
In the third phase of the planning process, current operations were evaluated and major system deficiencies identified.

Using data collected during Phase 2, the operation of each program was reviewed.

The need to expand or modify each program was determined. Projections of future personnel, equipment, and facility needs for each program were prepared.

Finally, a list of additional programs that will be required to meet present and future demands for police services in the community was developed.

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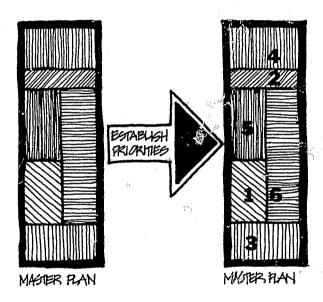


The main objective in this phase of the process will be to produce a detailed master plan that will be used to guide the future development of the system. When this task has been completed all program and facility planning can be coordinated with the system master plan. In this way, specific programs or facilities can be evaluated in terms of a comprehensive plan for the gradual development of the entire system.

A master plan for a law enforcement system should include the following basic elements:

- Statement of overall system objectives
- List of all present and future system programs
- Graphic description of functional relationships between programs
- Description of relationships between specific programs and other agencies in the community (i.e., criminal justice agencies, health and welfare agencies, government offices)
- Time table indicating schedule for future program implementation
- Total system manpower projections with phase schedules for adding additional staff members
- Facility network maps indicating the approximate locations of future structures
- Description of the principal work area to be incorporated into future network facilities

A system master plan should be developed in response to clearly identified needs for staff, auxiliary, and field services. Plans for the present and future allocation of system resources (i.e., manpower, equipment, and facilities) should be completed only after a thorough review of the requirements for various types of services. Whenever possible the need for a particular program should be documented with data obtained during the survey phase of the planning process.



In the course of preparing a master plan it may often be necessary for department administrators to establish priorities for the development of various operational capabilities. For example, it may be determined that the need to expand a crime prevention program is to be given priority over an equally pressing need for an improved criminal identification capability. This is a basic policy decision that can be translated into plans for future implementation of department programs.

When two or more police departments are engaged in the joint development of a system master plan the need to establish program priorities will be extremely important. Representatives from all of the departments involved should meet to review the results of Phases 2 and 3 and to consider priorities for the future development of resources and programs. Based on the program review completed in Phase 3, the interagency planning staff should be in a position to make recommendations for the expansion and modification of existing programs.

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They should also be able to recommend new programs for development. Some of their recommendations may apply to individual departments while others will concern programs that are to be developed jointly by all of the participating agencies.

Once agreement has been reached as to which programs will be eliminated, modified, or expanded the planning team will be in a position to begin preparing implementation plans for the gradual development of system resources. Tentative time tables for activating new programs or phasing out existing ones can be developed.

In order to facilitate this phase of the planning process a time framework should be established. Normally a ten-year frame of reference is used in preparing system master plans. The planning team should attempt to prepare a statement describing the system as it will be structured ten years later. Like all other parts of the master plan this statement will be tentative in nature. A system master plan should not be viewed as a static final document. Rather, it should be considered a working document subject to constant revision and updating. However, without a reasonably clear understanding of the long-range goals of the system, it will be difficult to develop implementation schedules for programs and facilities. A police department or group of departments that has prepared a comprehensive ten-year master plan will be in a position to begin developing programs and facilities that are consistent with their long-range objectives.

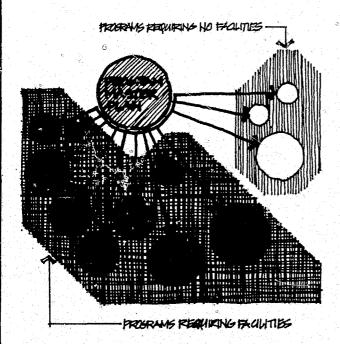
A general plan for the modification of existing police buildings and the construction of new facilities is an important element in a system master plan. An effort should be made to determine the major facility components required to support system operations. Here again, a ten-year frame of reference is recommended.

Some of the types of facilities which might be incorporated into a law enforcement system include the following:

- Community Police Stations
- Neighborhood Walk-In Facilities
- Administrative and Technical Service Centers
- Criminal Justice Training Academies
- Vehicle Maintenance Garages
- Property Storage Warehouses

Most of these types of law enforcement system facilities are described in detail in Section D of the Guidelines. A description of facility networks for systems serving various types of areas can also be found in Section D.

The major program work areas that will eventually be included in each facility within the system should also be identified at this point in the planning process. Many police programs do not require facilities. This is particularly true in the case of field service programs. Each program included in the system master plan should be evaluated to determine

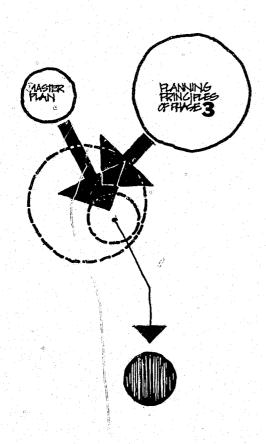


whether new or expanded facilities will be needed. The facility master plan should include a schedule for the gradual development of the work areas required for conducting all of the system operations.

General criteria for selecting the sites for each major structure in the system network should be determined during this phase of the process. Based on these criteria, approximate locations for each facility should be determined. It is important to stress the tentative nature of any site that might be designated in the facility master plan.

When the system master plan has been completed, all parts of the plan should be evaluated to assure that they are consistent with the planning principles developed during Phase 3. Every program and facility component in the system should contribute to the achievement of specific system objectives.

The master plan will provide a basis for all of the detailed planning of individual programs and facilities to take place during the final phases of the planning process.



phase 5: translation

In Phase 4 general decisions have been made concerning the long-range development of the system. A timetable was established for the implementation of new programs and the future facility network was described. The planning team should now have a clear understanding of the nature and scope of the system as it is expected to function ten years in the future. Individual programs and facility components can now be viewed in the context of the total system.

The fifth phase of the planning process involves translating the general elements in the system master plan into more detailed plans for particular programs and facilities. At this stage operational concepts are to be translated into departmental policies, recruitment and training schedules, and architectural programming for new or renovated buildings.

Facility planning should always be an outgrowth of program planning. It is for this reason that architectural considerations should be deferred until detailed plans for program implementation have been fully developed. Facilities should be viewed as program resources. Thus, all of the components of a police building

should be designed so that they will contribute to accomplishing program objectives.

In the discussion of Phase 2 planning, a seven-point outline for describing police programs was presented. (See pages 3.28-3.29). This basic outline provides a good framework for structuring the program planning process. The general procedures to be followed in developing implementation plans for law enforcement programs are described in the following paragraphs.

<u>Program Objectives:</u> A program should be viewed as a system. Thus, all of the elements in a program should contribute directly to the achievement of system objectives.

A detailed statement of the objectives for which a program is established is important both in the planning process and for purposes of evaluation.

Programs are developed to solve problems. Whenever possible, the problems that are to be solved by a new program should be described in a way that will allow them to be quantitatively measured. A quantitative assessment of the problems in the department or the community that are to be solved by the new program can be used to determine the amount of manpower and equipment required.

<u>Policies and Procedures:</u> Having clearly stated the program's operational objectives, the planner should next determine the way these goals can be

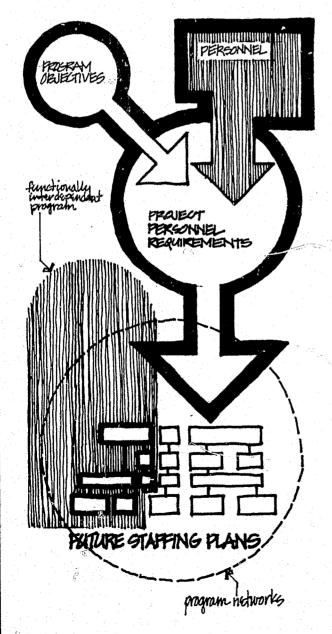
best achieved. General objectives should now be translated into policies and operational procedures.

It may be necessary to revise program policies in the light of experience. However, program planning cannot be successfully carried out until a set of procedural guidelines for conducting the program has been written. Policy statements developed at this point will be incorporated into the department's policy manual once the program becomes operational. These statements will also be used in police recruit training programs.

Relationship to other programs and agencies: Plans for developing a new program should take into account the impact of the program on other operations within the system. Anticipated functional relationships should be described in detail. For example, a crime scene investigation program might well result in a significant increase in the need for evidence processing and storage services.

Planners should also explore the potential for using the services of other agencies in the community to supplement police programs. Data obtained on public and private agencies during the survey phase of the planning process should be used in evaluating the potential for interagency cooperation.

Staff Organization: Plans must now be developed for organizing those who will be involved in conducting the program. Job descriptions for all the major roles in the program organization



should be written. These descriptions should communicate duties and responsibilities associated with each position. Levels of training and experience appropriate to the program positions should also be indicated.

<u>Personnel:</u> This is the first of three types of program resources which must be considered in planning new programs. The other two are equipment and facilities. They will be discussed below.

The planning team should first determine the number of officers and civilians needed to achieve the program objectives in the most efficient manner. This estimate should be based on a review of survey data indicating the frequency and distribution of the problems to which the program is a response.

In many cases it may not be possible to obtain all of the manpower required to conduct individual programs. Thus, it may be necessary to develop staffing plans based on other criteria.

Based on guidance contained in the system master plan, ten-year projections for program personnel should be developed. By combining data on expected increases in requirements for program services and information on anticipated expansion of the department or departments involved in the program, plans should be developed for adding additional staff personnel over the ten-year period.

Equipment: Specific items of furniture and equipment needed for conducting

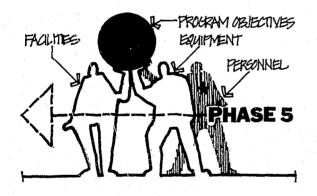
the program should be determined. Assistance from professional consultants should usually be sought in determining the equipment requirements for highly technical programs. Site visits to other agencies conducting similar programs can also be useful in determining equipment requirements.

As in the case of personnel, a tenyear plan for the future acquisition of additional items of program furniture and equipment should be developed. This type of long-range planning is particularly critical when expensive items of technical equipment are required to conduct the program.

Facilities: The size and architectural character of operational spaces required to support programs at the end of the proposed ten-year period of development should be determined. This estimate should take into account the plans formulated for allocating additional personnel and equipment to the program.

More detailed guidance for use in the facility planning process is found in Section D.

Sections C thru H of the <u>Guidelines</u> contain materials that are primarily intended to be used during the translation phase of the planning process. Each of these later sections of the <u>Guidelines</u> contains source materials that can be used in translating the system master plan into operational programs and facilities.



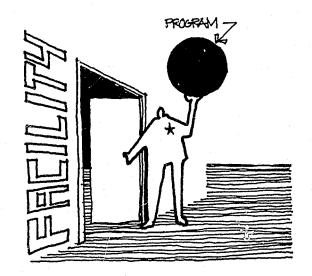
phase 6: implementation

Phase 6 involves the implementation of program and facility plans developed during previous stages of the planning process. The system master plan, completed in Phase 4, establishes priorities and a tentative time schedule for initiating the following types of projects:

- Expansion or modification of current departmental operations
- Phasing out of selected programs
- Introduction of new programs
- Expansion or structural modification of existing facilities
- Construction of new facilities

As noted previously, it is extremely important for all personnel who will be expected to participate in new department programs or to use new óperational facilities to be directly involved in all phases of the planning process. Both staff and line personnel can often be a valuable source of critical planning data and of creative ideas for the improvement of programs and facilities.

The importance of involving program personnel in the preliminary stages of the planning process will become apparent during the final implementation phase. Officers and civilians who are

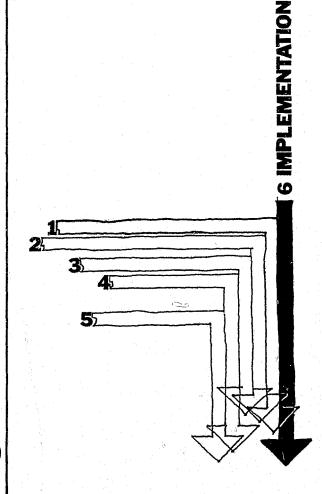


expected to conduct programs with which they are unfamiliar or to respond to new and unusual procedural guidelines will be better motivated if they have been able to participate actively in the planning pro-Similarly, members of the department who will be required to conduct their operations in new and unfamiliar facilities will tend to be more positive in their acceptance of those facilities if they have been consulted during the planning process. The successful implementation of program and facility innovations is dependent upon general acceptance within the department.

Public acceptance may also be a critical factor in implementing plans for new law enforcement programs and facilities. Therefore, it may often be advisable to encourage citizen involvement in the planning process. Plans that will entail major capital investments should normally be developed with the assistance of citizen volunteers who can effectively communicate the importance of the project to other interested citizens. This is often critical to the long-range success of plans for upgrading law enforcement services in the community.

All of the planning techniques used during the previous five phases (i.e., delineation, survey, program review, synthesis, and translation) should continue to be used in conjunction with the implementation phase. As new programs become operational, they should be closely monitored. The department or inter-agency planning and research team should immediately begin to assemble data that can later be used to measure the program's operational effectiveness.

Much of the data needed for this type of operations research will be collected by the members of the organization who are



engaged in conducting specific programs. The forms and procedures needed to maintain accurate records should be developed before new programs become operational.

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The performance of police buildings and of the operational areas within them should also be subject to frequent review and evaluation. This will enable department planners to anticipate any need to modify, expand, or replace existing facilities well in advance of the time changes are required. The possibility that additions or structural modifications will be necessary at a later date should be taken into account during the design and site planning phase of facility development. This will permit more flexible and economical responses to facility inadequacies when they become apparent.

PROGRAM IMPLEMENTATION

Even with the most thorough planning, unanticipated problems often arise when new programs are being developed. Every new operation presents a fresh set of problems to be resolved before the program becomes fully operational. However, there are certain standard procedures which can usually be followed in implementing new programs. A brief review of these steps follows:

Selection of senior program staff: In most cases one officer or civilian from within the organization should be selected to be in charge of the proposed program. Certain types of staff and technical support programs may require recruitment of senior staff members from outside the organization. Depending on the scale of the program, this may or may not be their only assignment. If at all possible, the senior staff members

should become involved in the program during the translation phase of the planning process (see Phase 5).

Establishing program procedures: A set of written procedures designed to achieve program objectives in the most efficient manner possible should be prepared. This statement will become part of the department's operations manual. It is basically a description of the way in which the program will be conducted.

Equipment acquisition: All major items of equipment required in conducting the program should be selected and purchased. The implementation of many programs may not involve the purchase of additional equipment or furniture. In some cases, it may be possible to share equipment used in other programs.

Preparation of work areas: Operational spaces to be used in conducting the program should be identified and prepared. Many of the major field service programs conducted by police departments do not, of course, require any facilities. If, however, facilities are needed, they should be prepared at this point in the implementation process.

Development of training programs: Curriculum materials needed to train program participants should be developed in preparation for orientation and training programs. If program participants are to receive special instruction at colleges or criminal justice training academies, arrangements for this training should be completed.

Selection of program participants: Certain types of programs can be conducted by one or two officers or civilians. Others will require the direct involvement of practically all of the line officers in the organ-

ization. All of the personnel who will participate in the program should now be selected.

In some cases programs will be conducted by specialists who have the particular skills that are needed for that type of operation. In most cases, however, the program participants will be "generalists" who are involved in conducting a wide variety of department operations.

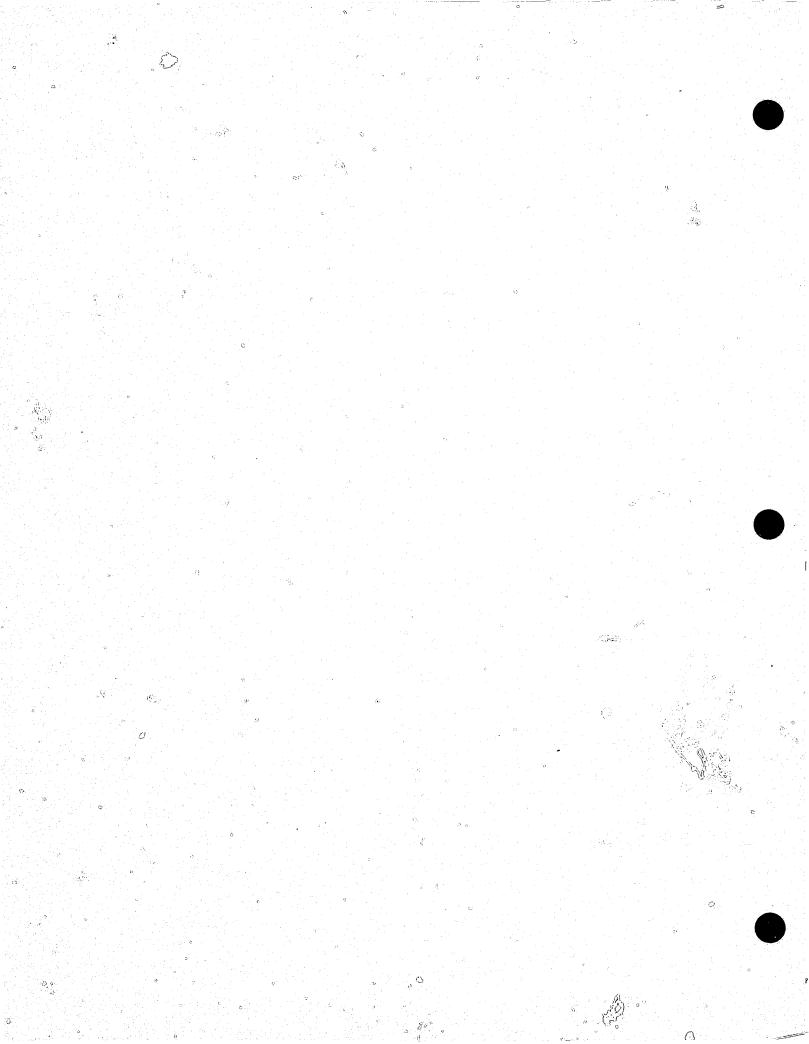
Conduct training programs: Prior to activating a new program, all personnel who will be directly involved should be thoroughly trained. It may be desirable to have selected participants spend time with other police departments already engaged in similar programs. This will allow them to gain valuable experience prior to beginning the program.

Conduct orientation briefings: The implementation of a new program should be preceded by a series of department-wide briefings designed to acquaint all personnel with its objectives and policies. The success of most police programs will be dependent on the active support of the entire law enforcement community. Therefore, every member of the department should have a clear understanding of the new program before it becomes operational.

Public information campaign: A program will be more successful if the public is familiar with its objectives. Therefore, an effort should be made to build public support for the program during the implementation phase. All members of the department should be briefed concerning the best way to respond to inquiries concerning the new program.

SUMMARY

Law enforcement systems must be oriented toward change. In a particular community, programs and program combinations effective in reducing crime and delinquency may not continue to function in later years with equal effectiveness. New or modified programs are likely to be needed as the character of the area served by the department changes. Thus, planning activities, forming the basis for operational changes and innovations should be initiated at the time new programs are implemented. should be assumed that future changes will be required. Therefore, the implementation phase must not be viewed as the end of the planning process.



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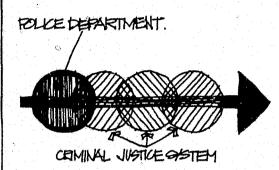
INTRODUCTION

Before beginning the evaluation of police programs and facilities or the development of plans for new ones, careful consideration should be given to the principles that will underlie the entire planning process. What criteria should be used to assess proposals and to select plans of action? What should be the character of the law-enforcement system that emerges as a result of the planning process? These are critical questions that should be answered at the outset. They can probably be best resolved by formulating a set of clearly stated planning principles. By developing such principles, planners will gain a clear understanding of the specific objectives they seek to achieve. Failure to address these fundamental issues at the beginning of the planning process can often lead to inefficiency and unsatisfactory decisions.

Provided below are principles for the consideration of those who intend to use the planning guidance contained in later sections. They are intended to assist law-enforcement planning groups in their attempt to define the principles that will form the basis of their planning activities.

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FUNCTIONAL INTEGRATION OF POLICE OP-ERATIONS WITH ALL OTHER COMPONENTS OF THE CRIMINAL AND JUVENILE JUSTICE SYSTEMS



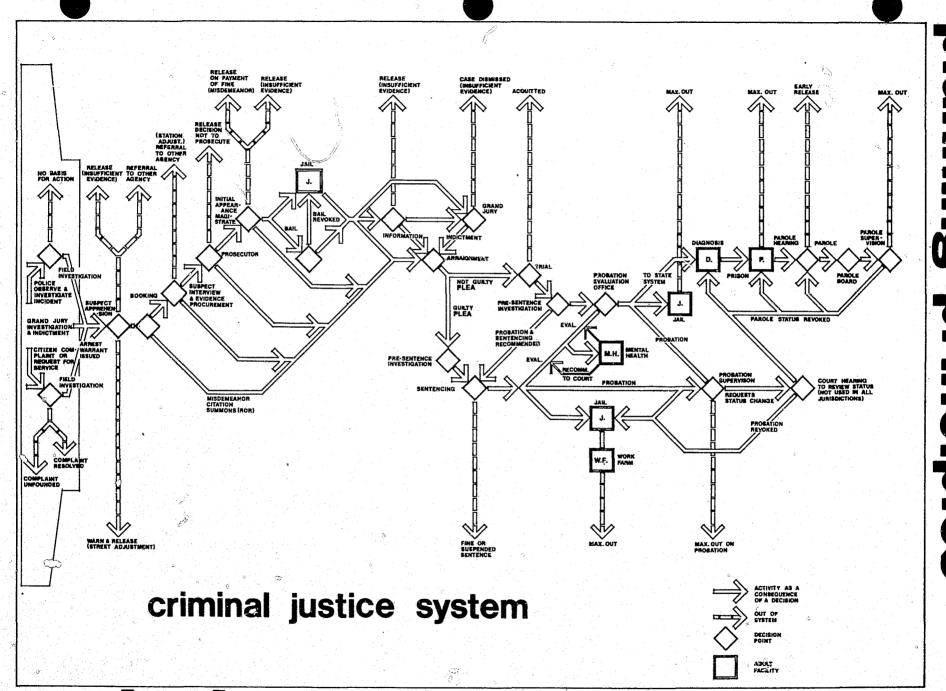
A police department is the first link in the chain of interrelated agencies referred to as the criminal justice system. It is also the first step in the juvenile justice process. Prosecutors, judges, juvenile courts, probation officers, and correctional institutions are other components of these systems. They are generally thought of as constituting a system because they share certain common objectives.

The criminal and juvenile justice systems are shown schematically on the following pages. Diamond-shaped symbols in these diagrams indicate critical decision points. By examining these charts, one can readily see that decisions made at any point in the process can directly influence the outcome of actions occurring later in the system.

In recent years, there has been a growing awareness of the need for better communication between and coordination of the participants in the criminal and juvenile justice systems. A systems approach to planning in this area requires that policies and procedures adopted by any component of the system be fully coordinated with those of the others, to minimize the possibility of conflict and inefficiency.

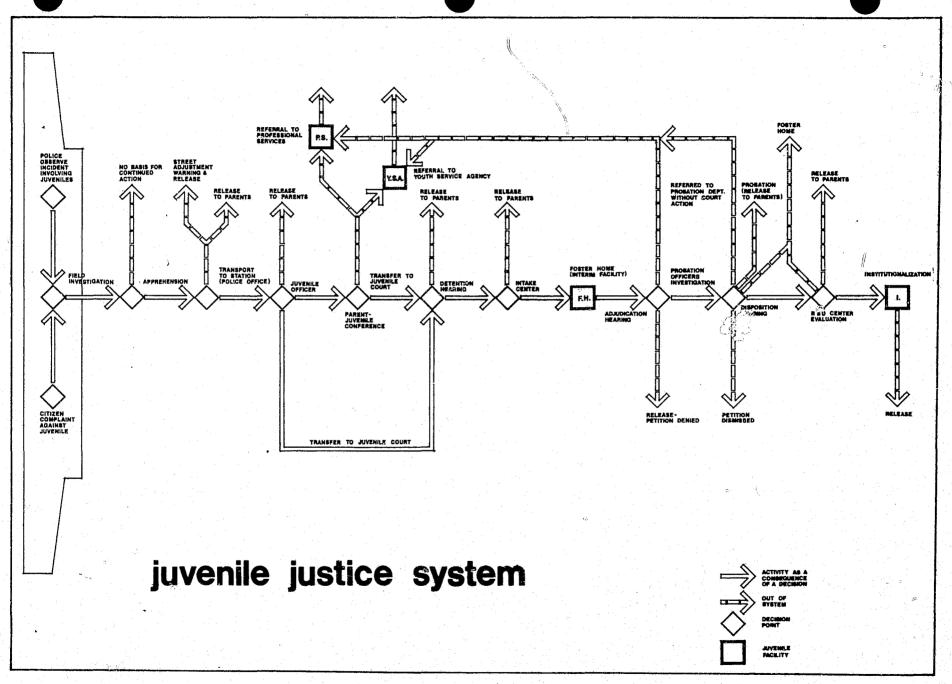
The overall objective of both the criminal and juvenile justice systems is to reduce crime in society. The methods used to achieve this objective include identifying and prosecuting lawbreakers, isolating such people from society, and, through various correctional





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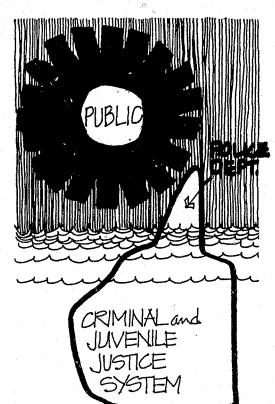




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programs, to help them become responsible members of the community. In addition to apprehending offenders and obtaining the evidence required for prosecution, police departments also conduct a wide range of operations intended to deter those who might be inclined to break the law.

In the course of their operations, the police have frequent contact with the public. They are by far the most visible members of the criminal and juvenile justice systems. As they conduct routine operations in the community, police function as the public representatives of the system. They usually make the critical early decisions as to whether or not the criminal or juvenile justice process will be set into action in a particular case. As "gatekeepers" for the system, the police can divert many people from the criminal or juvenile process by referring them to more appropriate agencies.

Once it has been decided to involve the criminal justice process, it is the responsibility of the police to locate and apprehend the person suspected of breaking the law; and to gather much of the evidence the prosecutor will require. The technical aspects of obtaining and processing the evidence needed for criminal proceedings require that there be close coordination between police investigators and the office of the state's attorney. Legal requirements concerning the manner in which evidence is to be obtained, analyzed, and stored must be met by police procedures and facilities.

In response to the need for closer coordination between police activities and the judiciary, many departments throughout the United States have added a legal advisor to their administrative staff. One of the major functions of the police legal advisor is to review departmental procedures to assure that they are consistent with the policies and special requirements of other parts of the criminal justice system. The legal advisor can also assist

by serving as a liaison between the police department, the prosecutor's office, and the courts. These services can be invaluable in developing field citation programs or in modifying pre-arraignment procedures.

As noted above, the deterrence of crime is a major objective of the criminal and juvenile justice systems. One means to this end is to motivate those who have broken laws to become responsible citizens. Although responsibility for the re-integration of law-breakers into society rests primarily with probation officers and others in the correctional system, both police and judges frequently engage in actions intended to be rehabilative in nature. Many judges, for example, give a great deal of attention to admonishing and counseling those who appear before them.

The police also engage in activities that are intended to assure that those they apprehend will be less inclined to break the law in the future. The correctional function of the police is particularly salient in the area of juvenile operations. Many police departments have established specially trained units with responsibility for counseling juveniles, and for helping them to develop attitudes that are more consistent with the expectations of society.

Often the actions of the police influence attitudes and future behavior, even though they are not primarily intended to do so. Therefore, every effort must be made to assure that all the procedures followed in apprehending and detaining suspects are consistent with the basic objective of the system: rehabilitation. During the initial phases of the criminal or juvenile justice process, a person should not be subjected to treatment inconsistent with that he will receive in subsequent stages. The aim of preventing crime by encouraging those who have violated the law to become responsible and trustworthy members of the community should be

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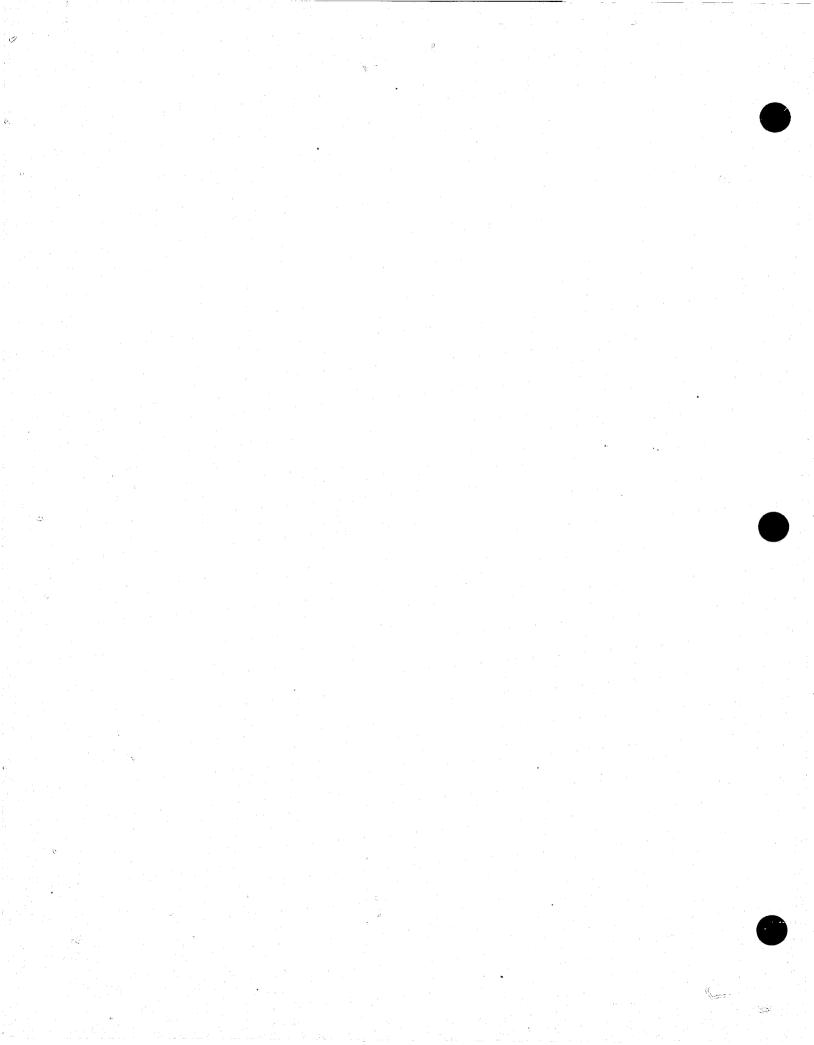


reflected in all of the procedures used at each stage in the criminal or juvenile justice process.

Earlier, it was stated that police function as the public representatives of the criminal justice system. It should be noted that in processing those who have violated the law, the police also represent the community. Thus, how the police treat those they apprehend may greatly influence the lawbreakers' expectations of eventual community acceptance. That virtually all persons arrested are expected to return to life in the community must be clearly communicated by the conduct of the police.

The integration of police policies and procedures with those of other agencies in the criminal and juvenile justice systems is thus a central objective of aw-enforcement planning. The common objectives of the system must be reflected in the policies, procedures, and facilities of each component.

The internal consistency of the criminal justice system cannot be achieved by the police alone. All of the participants in the process must work together towards its achievement. But by carefully reviewing each policy, procedure, and facility arrangement to determine its degree of consistency with system objectives, a police department can make a substantial contribution to the development of a functionally integrated system.

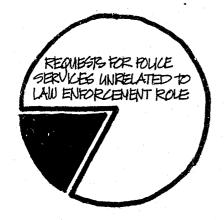


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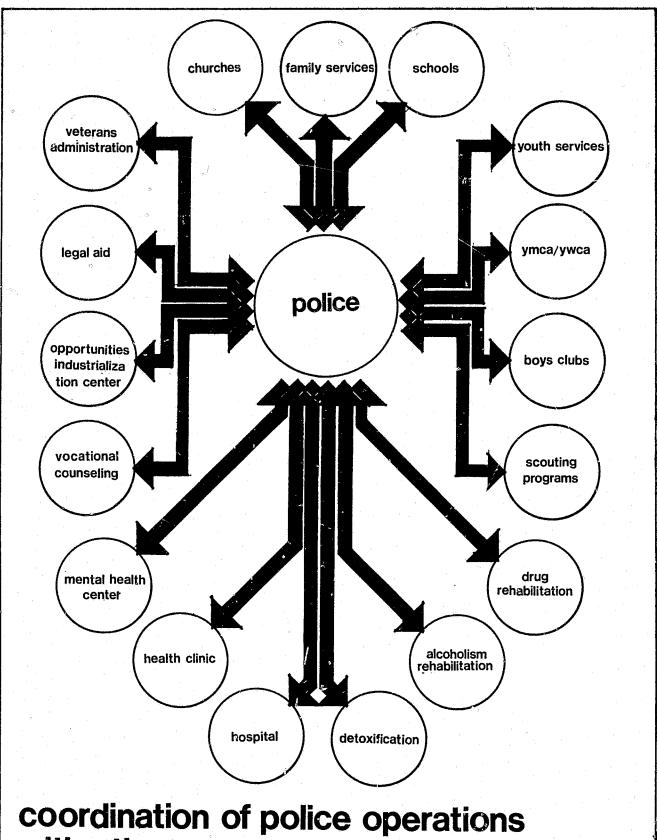
COORDINATION OF POLICE OPERATIONS AND POLICIES WITH THE PROGRAMS OF OTHER COMMUNITY SERVICE AGENCIES

The first planning principle emphasized the relationship that exists between law enforcement operations and the judicial and correctional processes. In addition to involvement in the Criminal Justice System most police departments also play a vital role in the community's health and welfare system. However, in many situations there is a lack of adequate coordination between local police departments and other community service agencies.



It has been estimated that in many police departments less than 20% of the citizen requests for services concern criminal matters. This means that the majority of calls received by most police departments involve problems unrelated to the law enforcement role of the police. For various reasons, the duties of policemen that provide non-law-enforcement services are rarely emphasized in descriptions of police activity. Most departments do not maintain any record of services of this nature. A police officer's effectiveness is often measured by the number of arrests and citations for which he is responsible. The fact that eighty to ninety percent of the situations in which the policeman serves do not lead to an arrest or citation is usually not reflected in the official record of his activities.

Although policemen may be called upon routinely to assist in situations involving problem drinking, parent-child conflict, mental illness, drug abuse, and marital disputes, they have traditionally received very little training to enable them to handle these matters effectively. One of the reasons formal training in these areas has not been provided is that police officials have been slow to recognize these



coordination of police operations with other community service agencies

services as important (or even legitimate) department functions. Frequently, activities unrelated to law enforcement are viewed as unfortunate diversions that must be tolerated.

There is often a considerable variation in the extent to which citizens of different communities call on their police for assistance in resolving personal problems. There are also likely to be significant differences in the frequency with which serious health and social problems come to the attention of the police in the course of their routine activities. For example, in certain districts of a city, cases of public intoxication may be far more prevalent, than in others. For this reason, the extent to which the police will be involved in rendering services related to medical and other personal problems will vary significantly from one part of a city to another.

Many communities have professional services available that deal with the kinds of social and health problems police encounter. But often no effort is made to refer the family or person involved to the appropriate agency. In some cases, this is due to the fact that the police officers involved are unaware of the existence of the helping agency. In other cases, they may not comprehend the seriousness of the situation.

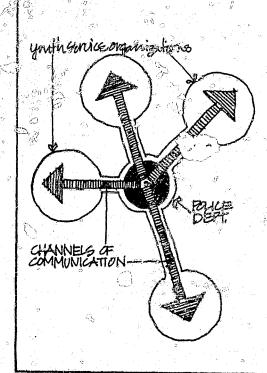
Efforts to coordinate police operations and policies with the programs of other community service agencies should probably be accompanied by training programs to assist police officers in recognizing problems that require professional services and in making appropriate referrals in such cases. Training should also enable them to render emergency aid when professional help is not immediately available, and to perform the necessary follow-up actions to assure that the required assistance has been sought. Through such training programs, police will be made aware of the array of services available in the community, their locations, and the procedures one uses to obtain those services.

5.4

The principle of maintaining a close work relationship between the police department and other public service agencies assumes that the police will develop a reputation in the community for being able to help people obtain the professional help they need. As indicated above the function should be reflected in the training provided policemen. It should also be reflected in the design of police facilities. For example, providing an attractive reception area at the entrance to the station, with a near-by interview room, will convey a spirit of accessibility and of willingness to provide counsel and assistance when needed without undue formality or the threat of embarrassment. A community service orientation can be reflected in the overall appearance of the building.

A cooperative relationship between a police department and other service agencies is generally beneficial to all. By maintaining such a relationship, the police will be able to both render more effective services and relieve themselves of the burden of attempting to cope singlehandedly with marital conflicts, chronic drunkenness, and other social problems. A police department can greatly assist public and private agencies by identifying individuals who could benefit from their services. Because the police are dispersed throughout the community and function on a twenty-four hour basis, they are frequently summoned to help when other agencies are not available. Therefore, they are in an excellent position to perform a "case-finding" function.

In recent years, many police departments have established special programs to deal more effectively with juveniles involved in less serious forms of delinquency. Activities of this nature are seen as important aspects of a department's crime prevention program. Police can often be aided in their efforts to counsel juveniles and their parents by various other agencies in the community. But a cooperative relationship like this depends on the establishment of effective channels of communication



planning principles

between the police and other youth service organizations.

Police departments that maintain records of the types of problems encountered in the course of their activities are in an excellent position to assist in the development of needed community services. Da@obtained from calls for police assistance can be used to construct a profile of the community's need for various types of service agencies. In many cases, the absence of adequate social services has forced police departments into providing assistance. As they come to participate more fully in the life of the community, police departments will be in an excellent position to assist in the development of alcoholism and drug treatment centers, and of other facilities that will enable them to render more effective service.





ELIMINATION OF POLICE PROGRAMS AND ACTIVITIES WHICH ARE UNRELATED TO THE PREVENTION, DETECTION, AND INVESTIGATION OF CRIME AND DELINQUENCY

The planning process should involve a careful examination and evaluation of all of the functions a police department is expected to perform. In many cases it may be discovered that the police have been delegated responsibilities that could be handled more effectively by other agencies. Example of services many communities have transferred from the police department to other agencies include the following:

- Parking Meter Enforcement
- Construction Code Enforcement
- Building Inspection
- Sanitary Code Enforcement
- Issuing Business and Occupational Licenses
- Directing Traffic
- Providing Crossing Guards at Dangerous Intersections
- Catching Stray Dogs and Other Animals
- Completing Accident Report Forms for Insurance Companies
- Licensing Bicycles
- Providing Funeral Escorts
- Repairing Traffic Signals



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Whether or not a police organization should be expected to perform any of the functions listed above is a policy matter that must be decided by each city. The availability of alternative agencies to assume these duties is obviously a determining factor.

One objection to requiring the police to perform some of these functions is that they can easily be done by persons whose education and salary levels are not as high. By delegating these duties to agencies other than the police, a community can often both realize substantial savings and increase the availability of the police to perform their prime law enforcement and public safety functions. This approach will also enhance the professional image of the policeman in the community.

Another objection to having the police perform some of the duties listed above is that they require technical training that cannot be provided to the entire force. If a single individual is trained as a building inspector, he becomes identified as a specialist, and his services are lost to the department much of the time.

In some cases a police department may wish to retain certain functions because of their public relations value. By providing certain services, such as ceremonial escorts, a police department may be able to add to its fund of good will and public support.

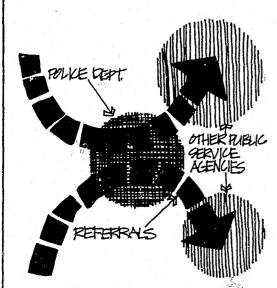
A police facility must be planned to accommodate the types of programs and operations engaged in by the police. A decision to eliminate or retain specific functions will often have implications for the types and amounts of work spaces required by the police. Many departments, for example, must maintain a large area for photographing and fingerprinting applicants for occupational licenses.

In the discussion of the second planning principle, it was noted that most police activities have relatively little to do with the criminal



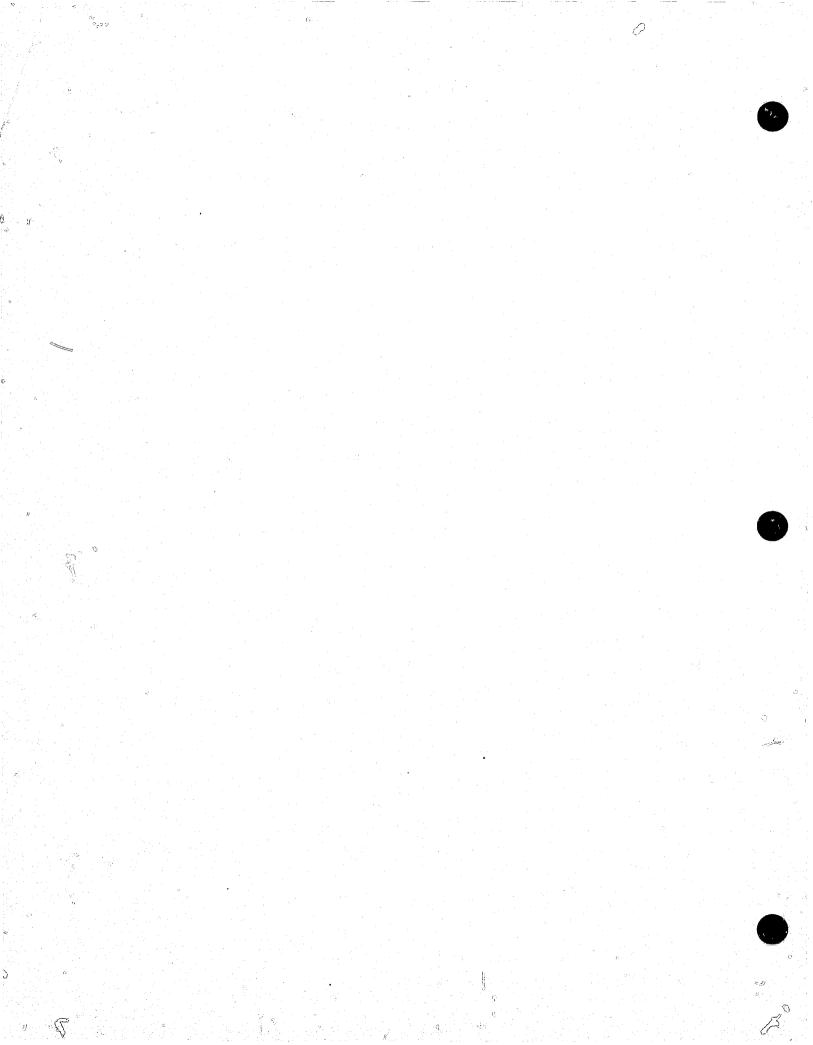
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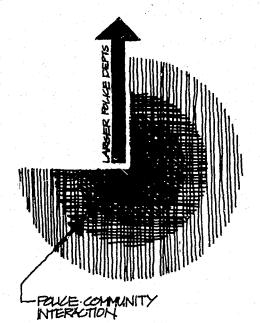
or juvenile justice processes. It was proposed that police departments develop the skills and procedures necessary to deal with these problems more effectively through referrals to professionals in appropriate agencies. It was also suggested that a strong working relationship be established between police departments and other public service agencies in the community. It was noted that in this way a police department will be able to relieve itself of involvement in many of the problems that have traditionally resulted in a heavy drain on police manpower and other resources. A wellcoordinated relationship between police departments and other community service agencies will enable the police to render effective services with maximum efficiency.

While most police departments have in recent years succeeded in divesting themselves of various functions unrelated to their central law enforcement activities, there has been a counter-trend resulting in additional operations. These new functions are largely in the area of juvenile operations, and they have been developed with the hope of reducing crime and delinquency. This reflects an expanded concept of the preventive nature of early police intervention with delinquencyprone juveniles. Because the police are often involved with youths who have committed minor offenses, they are in a very advantageous position to counsel the juvenile, his family, and his friends. In this way, the police may be able to redirect antisocial impulses without bringing the youth into the juvenile justice system. Elimination of many of the traditional functions of the police, such as issuing business licenses and catching stray dogs, may free more time for delinquency prevention programs.





COMMUNITY-BASED DELIVERY OF POLICE SERVICES



As police departments grow larger and more highly centralized in their operations, there is a tendency toward a breakdown of the relationship that has traditionally existed between the police and the communities they serve. In most cases, the department head-quarters, in an Administrative and Technical Services Center, is located a considerable distance from the communities served. The replacement of foot patrols by motorized units has further contributed to the weakening of police-citizen rapport.

In recent years there has been an increasing awareness of the relationship that exists between the degree of public support a police department enjoys and its overall effectiveness in delivering services. In most situations the police depend on citizens to bring criminal activities to their attention and to assist them by providing the information required for the apprehension and prosecution of suspects. An appreciation of the magnitude of this problem can be gained from the many well-documented reports concerning the large amount of crime that goes unreported because of a lack of confidence in the ability or willingness of the police to respond. Police departments are discovering that a breakdown in public trust and cooperation can make even routine operations difficult.

Commenting on the need for greater policecitizen rapport, the National Advisory Commission on Criminal Justice Standards and Goals has recently stated:

If line units are to be truly responsive to the needs of the people, it is essential that there be open lines of

communication between personnel at the level of execution and the public they serve. Personnel at all levels of command must be equally in touch with the needs and desires of the public served. When police commanders are remote from the people, they tend not to appreciate the needs of the people and they provide weaker leadership to line personnel. Consequently, the people lose confidence in the police. I

Many departments have established special programs in response to the need for improved police-citizen relations. In some cases, small neighborhood offices have been opened to provide a liaison with the people in a community. Other departments have begun assigning special teams to work more closely with specific neighborhoods in providing police services and responding to a full range of complaints. A common characteristic of all of these programs has been an effort to provide assurance to citizens in all parts of the city that the police department is prepared to listen and to respond to their requests for protection and assistance. In this way it is hoped that a closer working relationship between the police and the citizenry can be established and maintained.

There are several problems commonly associated with the decentralization of police operations. One is that control and coordination of field operations are generally more difficult to maintain. Another problem is that decentralization usually entails a significant increase in the amount of manpower required. But the increased capacity of a department to conduct an effective crime prevention and public education program must be weighed in the balance.

¹National Advisory Commission on Criminal Justice Standards and Goals, Working Papers for the National Conference on Criminal Justice, (Washington, D.C.: Law Enforcement Assistance Administration, 1973), p. 19.

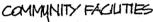
A greater degree of visibility and accessibility to the public, the development of more fruitful sources of intelligence, and, perhaps most important, the ability to resolve many problems at the local level are among the advantages of maintaining a decentralized base for police operations.

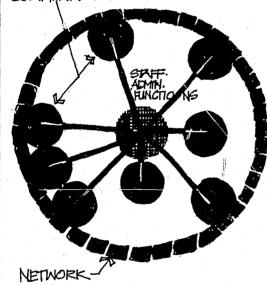
Thus, many areas could profitably use a new type of facility that would provide a decentralized base for police operations at the community level. In addition to providing suitable facilities for the conduct of an effective community relations program, such a facility will enable a police department to handle a wide range of problems at a location nearer the homes of the people involved.

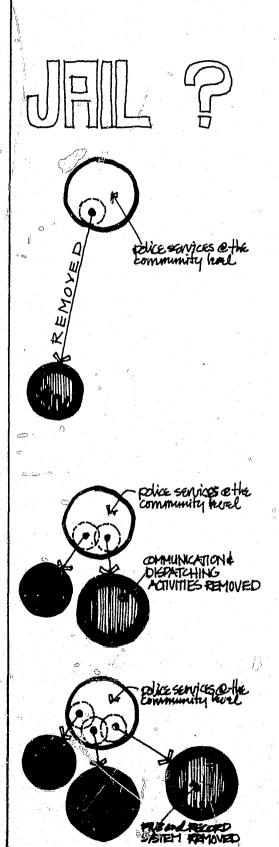
In most cases a Community Police Station would contain no administrative functions. Personnel assigned to this facility would rely on the central headquarters to provide all staff and auxiliary services. Work space would be provided for the following types of routine operations:

- Shift Commander's Office
- Booking and Temporary Detention
- Criminal Investigation (interview of suspects, victims, and informants)
- Tuvenile Services
- In-Service Training
- Citizen Education Programs
- Roll Call and Briefings
- Report Preparation
- Locker Rooms
- Physical Fitness Programs

The Community Police Station would not contain







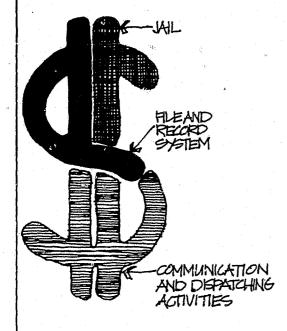
a miniature police department. Rather, it would be a relatively small facility containing most of the components required for the delivery of police services at the community level.

The community-based facilities required for contemporary police operations differ from conventional precinct stations in a number of important respects. Probably the most significant departure from traditional concepts of police facility design is the absence of a jail. The fact that police stations have traditionally been constructed around one or more high-security cell blocks has largely determined their ambience and overall architectural character. The widespread development of community corrections facilities or intake service centers is rapidly eliminating the need for police departments to maintain a fil. In the course of normal operations, very few of the people detained by the police require the level of security provided by a traditional jail. In the event that a person must be held for questioning, a properly designed temporary holding room will generally be adequate. It is also suitable for handling persons who must be detained for brief periods while awaiting transfer to a pre-trial detention center.

Another significant difference between the Community Police Station and the precinct stations of the past is the absence of a complete communications center. The centralization of communication and dispatching activities in a support services facility eliminates the need for maintaining such equipment at the community level. Thus, providing security for critical communications facilities is not a major consideration in the design of a community police facility.

Since a permanent records system is consolidated in a central headquarters facility, the Community Police Station is no longer the setting for routine clerical activity. Because sensitive records are housed elsewhere, the need for high levels of security is further reduced. Ideally, the Community Police Station is linked to the central records and identification center





by means of a computer terminal or other electronic devices.

The resulting facility is one that is well-suited to the normal operational needs of the police as they respond to requests for service and attempt to deal with law enforcement problems at the community level. Because of the absence of a jail, and of other functions requiring a high degree of security, these facilities are far less costly than those constructed in the past. In many cases, structures that have been used previously for other purposes can readily be modified to meet the needs of the police department. For example, buildings originally constructed as retail stores in neighborhood shopping centers will be ideally suited to this purpose in many situations.

The availability of such facilities, dispersed throughout the area served by a police department, will enable the police to handle juveniles in a low-key manner. Rather than counseling the juvenile and his family in a large centralized police complex, the needed services can be provided in an office near the youth's home. In most police departments, a majority of the incidents involving juveniles are handled on a "warn and release" basis, without contacting the parents or attempting any form of referral or follow-up. In part, this practice results from a lack of juvenile specialists with sufficient training to provide the necessary counseling and referral services. But it is also due to the fact that in many cases the only alternative to "street adjudication" is transporting the boy or girl across the city to a centralized facility and requiring the parents to come there to obtain their child's release. Community-based facilities will make it possible for the police to provide an effective counseling and referral program near the juvenile's home. This is a major benefit of adopting a departmental policy of community-based delivery of police services.

In the area served by a police department, there is likely to be a substantial variation in the level of police activity necessary. This can be



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traced to differences in population density, in rates of crime and delinquency, and in the frequency of requests for police services. Communities may consider different types of police service adequate and appropriate. The principle of community-based delivery of services implied that a police department will adjust its operations in the various parts of its jurisdiction to meet the needs and the expectations of the people of those areas. The size of the area served by a single Community Police Station must also be determined by considering population density and the demand for police services.

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INTERAGENCY COOPERATION IN THE DEVELOPMENT OF STAFF AND AUXILIARY PROGRAMS

The nature of modern police operations is being rapidly altered through the application of advanced technology. Electronic data storage and retrieval systems, for example, are now widely used in support of law enforcement activities in all parts of the United States. Many police departments rely on computer technology in conducting routine operations analysis and for other forms of planning and research.

Forensic science is another technical field that has been greatly expanded in recent years. In many areas, evidence gathered at the scene of a crime can be quickly and accurately analyzed by skilled technicians working in modern, well equipped scientific laboratories.

Criminal identification bureaus manned by specialists in the fields of fingerprint and handwriting analysis play an increasingly important role in the law enforcement process. This is yet another example of the application of modern technology to law enforcement problems. With each passing decade, police officers in the field are supported by more comprehensive and effective technical resources.

As police operations become more complex and technical in nature, police departments are exercising greater care in
the selection and training of new recruits.
The basic curriculum offered in most police training academies reflect the growing sophistication of the field. In addition to an extended period of basic

training, many police departments are attempting to provide their employees with a continuing program of in-service training.

In any discussion of modern police operations it is important to distinguish between two fundamentally different types of police programs. The first category consists of basic field services such as patrol, criminal investigation and juvenile operations. Field service programs generally involve direct contact between police officers and citizens who live and work in the areas they serve. The second program category includes all of the various technical operations required to support police officers who are engaged in patrol, investigation, and crime prevention activities. Criminal identification bureaus and crime laboratories are both examples of technical support operations.

BASIC POLICE PROGRAMS

Field\Services	Technical Support Operations
Patrol	Staff Programs
	Planning and Research
Investigation	Recruitment
	Career Development
Crime Prevention	Legal Advisor
	Crime Analysis
Juvenile Operations	Public Information
	Central Records
Traffic Investigation	
Crisis Intervention	Auxiliary Programs
Missing Persons	Communications
	Criminal Identification
Crowd Control	Crime Laboratory
	Photographic Services
	Evidence Processing and Storag

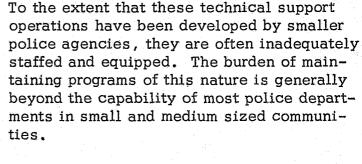
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Many large police departments in the United States have been able to develop a full range of staff and auxiliary programs. However, due to the costs involved, departments serving small towns and suburban communities have been limited in their ability to establish and maintain programs of this nature. Technical support operations that are rarely found in police departments with fewer than one hundred officers include the following:

- Computer Based Record System
- Planning and Research Unit
- Legal Advisor Program
- Career Development
- Public Information Office
- Criminal Identification Bureau
- Research Library
- Full Service Photographic Lab
- Crime Analysis Unit
- Recruitment Program
- Crime Laboratory
- Curriculum Development (in-service training materials)
- Purchasing and Accounting
- Weapons Maintenance Shop
- Vehicle Maintenance and Repair

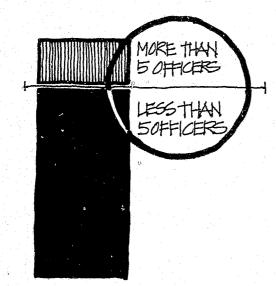
Electronic Equipment Maintenance



The magnitude of this problem can be readily seen when we reflect on the fact that more than 80% of the police departments presently operating in the United States employ fewer than five officers. Because many of the technical support programs operating in the larger police agencies require the services of highly skilled professionals using various types of costly equipment, it is generally unrealistic for most smaller departments to consider developing them.

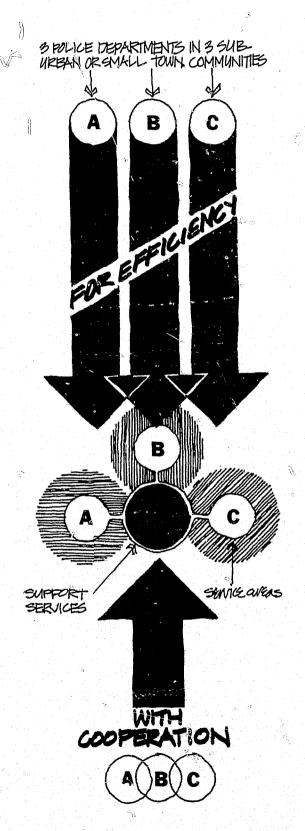
There is a growing awareness among police administrators throughout the country that a higher degree of interdepartmental cooperation will be required if their officers are to have the support of advanced technical resources. For this reason, many police agencies have entered into negotiations with other departments for the purpose of exploring methods of establishing shared technical support programs.

Discussions among police administrators concerning the feasibility of jointly developing technical support resources often focus on specific staff or auxiliary programs. The possibility of sharing a joint communications or records center is an issue that is under consideration by many police agencies



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throughout the United States at the present time. In many cases, negotiations of this nature may provide the basis by considering a broader range of technical support operations.

It is apparent that little progress can be made toward the joint development of technical support programs until a number of police administrators in a particular county or region become convinced that operations of this nature are essential to the delivery of effective law enforcement services by the officers in their respective departments. Once a basic agreement has been reach among administrators concerning the desirability and feasibility of establishing such operations, an intensive program of public education must be conducted. It will be necessary to it. build a solid base of public understanding and support if projects of this nature are to succeed.

In the past, one of the major barriers to the development of interagency technical support programs has often been a concern on the part of many citizens that local control over police operations would be sacrificed. In order to overcome this objection, the distinction between basic field services such as patrol and juvenile operations on the one hand and technical support programs such as planning and crime analysis, on the other, must be emphasized. The basic principle of retaining control over the conduct of police field operations at the community level is in no way inconsistent with the concept of interagency cooperation in the development of technical service programs.

In many cases, the importance of staff and auxiliary programs to the conduct of

effective crime prevention and law enforcement operations may not be understood by the average citizen. The critical functions performed by a criminal identification bureau or a police planning and research unit are often not familiar to most people. For this reason, progress toward the development of technical support services will generally depend on the ability of police administrators and other public officials to effectively explain the benefits of making such services available to local police agencies.

The first step toward the joint development of technical support resources will often involve the establishment of an informal committee or council consisting of all police administrators who are concerned with this problem in a particular county or multicounty region of a state. In many cases, the state criminal justice planning agency or regional council of governments may provide the basic guidance that is required during this preliminary exploratory stage of the planning process.

As indicated above, negotiations among police administrators may initially focus on a specific operational problem for which they are seeking a joint solution. The need for more adequate crime laboratory services or an emergency communications center may provide the context for exploratory talks of this nature. In many situations, interagency cooperation has been based on a common need to develop more effective in-service training programs.

Perhaps the most important technical support program that could be considered during the initial stages of interdepartmental negotiations would be a planning and research unit. There are many benefits that can be realized

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by establishing a full-time planning office to serve the needs of two or more police departments in a county or region. By maintaining a law enforcement planning unit, the participating police departments would be able to more adequately determine the immediate and long range law enforcement and crime prevention needs of an area. A systematic evaluation of general operational requirements may provide a sound basis for the later development of other technical support programs.

In evaluating the effectiveness of various kinds of police services in a community, it will be important to identify the staff and auxiliary programs required to bring these services to peak efficiency. Once the nature and scope of the necessary technical support programs has been determined, an approach to establishing and maintaining them can be developed.

There are a number of basic issues that must be resolved if two or more police agencies are to succeed in the joint development of staff and auxiliary programs:

- Funding: A sound basis for the continuing financial support of each program must be determined. In some cases, state or federal funding may be available to assist in establishing a particular technical support program. However, it will generally be necessary for programs to be maintained through local resources.
- Administration: If technical support programs are to function successfully, they must have adequate leadership and supervision. Therefore,

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plans for developing such operations should include an adequate basis for administration that will be acceptable to all participating agencies.

- Policies: Basic procedural guidelines must be established to insure that the technical resources of each program will be utilized to their full potential. Policies for the operation of each program should be developed so that all participating agencies will share equitably in the benefits of the services provided.
- Facilities: Planning for joint technical service operations must include basic facility considerations. Because many of the staff and auxiliary programs that are established to support law enforcement and crime prevention operations are functionally interdependent, they should normally be physically located in a single facility or facility complex. (See Section D 2f for a detailed discussion of the facility requirements for an Administrative and Technical Services Center.)

Some of the staff and auxiliary programs that might eventually be incorporated into a law enforcement technical services center are indicated on the diagram on the following page. The functional relationships that exist between the various programs are indicated by the connecting arrows. The development of the full range of support services indicated in this diagram in support of the field operations of a number of small police departments would produce a level of law enforcement and crime prevention effectiveness presently found in only a few of the larger cities in the country.



CENTRAL COMMUNICATIO SPECIAL EQUIPMENT RECORDS CENTER SYSTEM ELECTRONICS MAINTEN-ANCE **PLANNING** PROCUREMENT SERVICES NTELLIGENC RESEARCH CRIME -SPECIFIC TASK FORCE LEGAL IDENT. PUBLIC INFORMATION ANALYSIS AND CLASSI-FICATION RESEARCH LIBRARY CRIMINAL CRIME EVIDENCE EVIDENCE STORAGE FIRING HANGE **IDENTIFICA-**LABORATORY TION CURRICULUM CAREER BUREAU MAJOR DEVELOPMENT DEVELOPMENT CRIME INVESTIGATION FIREARMS IDENT. PHOTOGRAPH LABORATORY STAFF COUNSEL-TESTING RECRUIT ADVANCED TRAINING PERSONNEI RECRUITMENT RECORDS TRAINING

administrative and technical services center

The methods used to establish a joint law enforcement technical services center will vary considerably from one part of the country to another, depending on the provisions of existing state laws. In some cases, state criminal justice planning agencies will be able to assist in establishing basic staff and auxiliary programs to serve police departments in various parts of the state. As noted above, state and regional planning agencies are often in a position to provide assistance to local governments as they explore methods of developing a technical services center to meet the operational needs of police agencies in a particular county or region of a state.

Alternative approaches to the financing and maintenance of an interagency law enforcement support center include the following:

- Formation of a Special Law Enforcement Technical Service District
- Establishment of a private or public notfor-profit corporation
- Development of a new department within the existing county government
- Formation of a joint service agreement between two or more jurisdictions with each developing a distinctive technical service capability
- Contracting between jurisdictions. This arrangement could take the form of a county to city, city to county, or city to city contract.

Any one of the five basic approaches outlined above might be used to provide departments in the development of shared technical

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support programs. In recent years, many states have adopted enabling legislation that will permit intergovernmental agreements of the type described above.

The establishment of a Special Service District for the purpose of conducting technical support programs for two or more police departments is an approach that will be attractive in many areas of the United States. The agency established in this case would possess corporate powers commensurate with the performance of its specified activities in the field of law enforcement. It would have the legal power to acquire funds, property, and facilities from the state or federal government. It would also have the right to issue general obligation bonds, levy special assessments for capital improvements, and to tax property within the limitations of the enabling act. A Special Law Enforcement Technical Service District would be able to determine its budget without interference from other units of local government.

If the sheriff's office and all other police agencies in a particular county benefit directly from the programs established in a law enforcement technical services center, it will generally be possible to finance the operation of such a center through general tax revenues. Under these circumstances, the formation of a special department of county government would probably be appropriate.

In the event that a special district or a separate unit of county government is formed, it will be necessary to establish a board of directors or trustees to govern the operation of the technical support programs. A governing board can be

either elected or appointed depending on state laws. In either event, it will be desirable to establish an advisory group consisting of all of the heads of the participating law enforcement agencies. Members of the advisory group might be named as ex officio officers of the governing board.

In most situations, the least complicated method of providing technical support services to several police agencies will be by means of a "service contract." Under the provisions of such a contact, one unit of government agrees to provide specified services to another for a fee. By adopting a system of program budgeting, the costs of providing specific technical services can be equitably shared by all participating agencies.

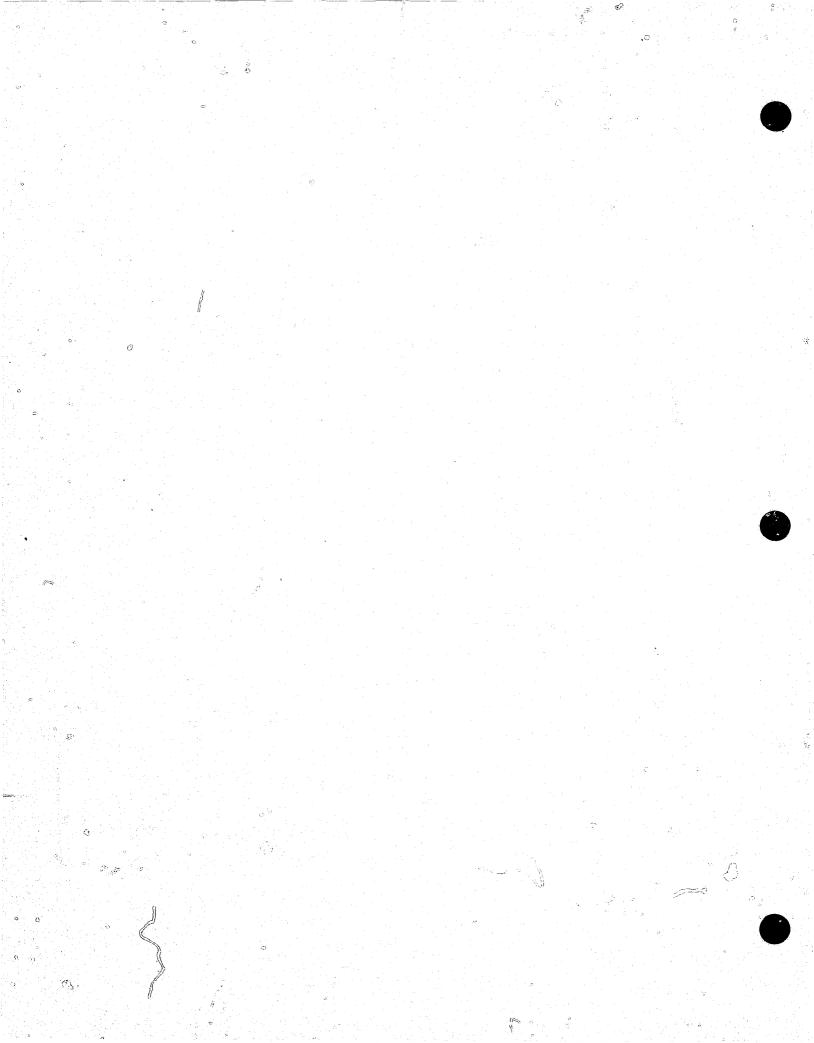
The formula for determining the annual subscription rate for each police department in any contractual arrangement should normally be based on the number of sworn officers in the department. Formulas based on either population or the number of calls for police services in a particular jurisdiction are generally less satisfactory for this purpose.

It should be observed that the overall cost of conducting most technical support programs will be substantially reduced as the number of participating departments is increased. Therefore, it is generally advantageous to encourage a large number of police departments to share in the development and maintenance of a technical support facility. In addition to the economic benefits derived from maximum participation, the overall effectiveness and coordination of crime prevention and law enforcement operations by all departments throughout the region will also be greatly enhanced.

It would be difficult to determine the maximum number of police officers that could_ be effectively served by a single technical support center. However, because of the costs involved and the volume of activity required to justify many of the programs that might be included in a center of this nature, it is unlikely that the total number of police officers served by the center should be less than 200.

SUMMARY

The degree of self-sufficiency that a police department can expect to maintain is an important consideration in all law enforcement planning. In most cases, police agencies serving suburban communities and small towns will prefer to concentrate on the development of a full range of basic field services and to avoid investing their limited resources in staff and auxiliary programs. But this does not mean that police departments in small or medium sized communities will continue to operate without a planning and research capability or a recruitment and career development staff. The maintenance of these and other costly programs must be undertaken jointly with other police departments with similar needs.



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DEVELOPMENT OF POLICIES, PROCEDURES
AND FACILITIES THAT ENHANCE THE DIGNITY
AND SELF-RESPECT OF ALL WHO ARE
INVOLVED IN THE LAW ENFORCEMENT
PROCESS

There are several categories of people directly affected by the policies, procedures, and facilities of a police department. These include police officers and civilian employees, criminal suspects, juvenile delinquents and their families, witnesses to and victims of crimes, prosecution and defense attorneys, citizens requesting assistance, and journalists.

Because of their continuing long-term involvement in the law enforcement process, probably no group is more strongly influenced than police officials themselves. For this reason policies, procedures, and facility arrangements must be carefully evaluated in terms of their probable impact on the selfesteem and sense of professionalism of the individual officer. Every detail of his working environment should remind a policeman of the high standards of his profession and of the importance of his duties. Every element in the design of a police station should reflect a spirit of professionalism. Procedures that fail to make optimal use of a policeman's training and special competence should be modified or eliminated.

Another critical group to be considered in evaluating police department procedures and facility arrangements in terms of their impact on self-esteem are juveniles and their families. The boy or girl brought into a police station for questioning or counsel as a result of involvement in delinquent behavior should be treated firmly and fairly.

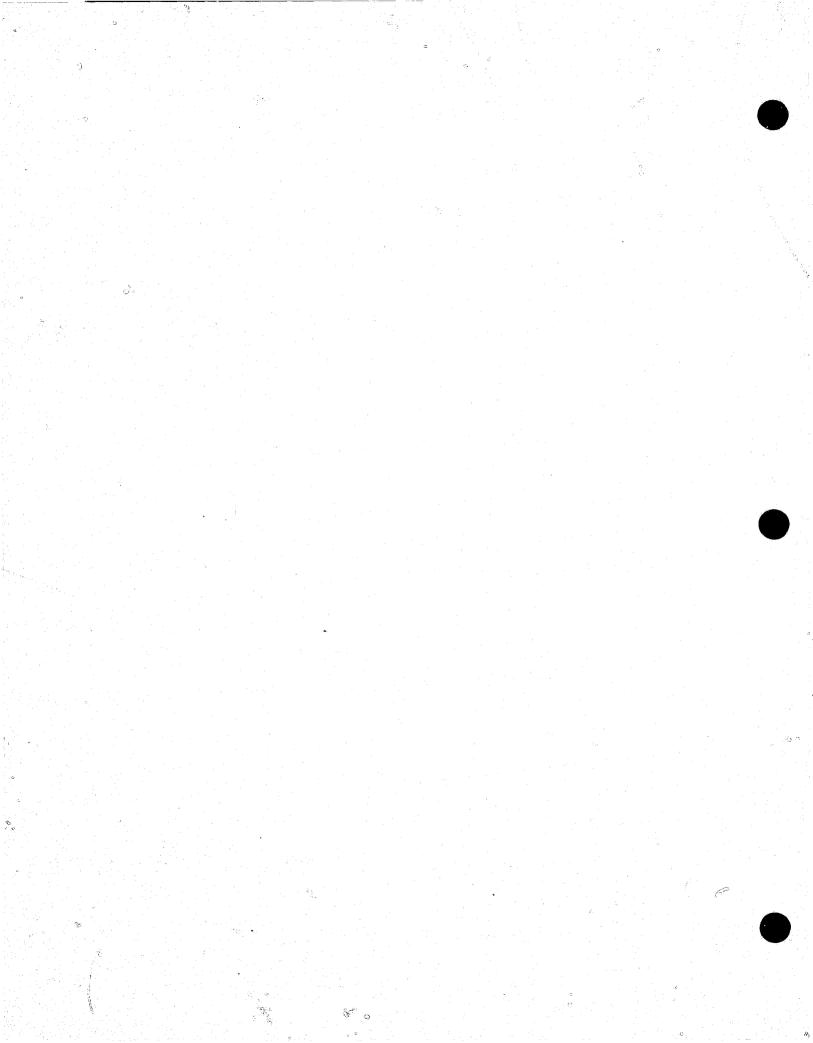
Departmental policies should be sufficiently flexible to provide juvenile specialists with considerable leeway in dealing with the offender and his family. Facility or procedural arrangements that are demeaning or intimidating should be carefully avoided in establishing juvenile programs. The overall setting and procedures should be calculated to leave three lasting impressions on the minds of the juvenile and his parents. First, they must realize the serious nature of the behavior that led to their involvement with the police. Second, they should recognize that they have been treated fairly. Third, they should be left with the unmistakable impression that the police officers involved in the case respect them. Carefully planned facility arrangements can be invaluable to juvenile officers as they attempt to accomplish this difficult three-fold objective in dealing with juveniles and their parents.

Similarly, in designing facilities and procedures to be used in dealing with adult offenders, law enforcement planners face the major challenge of eliminating situations or practices that are demeaning. A spirit of civility must pervade every detail of police buildings and procedures. Practices and facility arrangements that intimidate and degrade a person will generally produce hostile and uncooperative reactions, further complicating the difficult task of criminal investigation. After a person has been in the custody of the police, he should have greater respect for law enforcement and a more positive self-image. Nothing that occurs between the time of arrest and release should undermine the individual's self-respect or his confidence in the ability of the community to accept him as a worthwhile person.

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There are occasional situations when police officers must physically restrain or subdue unruly people. When such an occasion arises in a police station, facilities should be available that make it possible to provide security and restraint with a minimum of effort. Spaces should be available that combine reliable security and civility, and that avoid isolation. The character of a police facility should be designed to have a calming effect on all who enter.



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MAXIMIZING OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT

The nature of contemporary police work often requires that officers have a high level of professional competence. A policeman is expected to be knowledgeable about the field of criminal law, including recent court decisions in that area. When he appears in court or prepares a written report, he is expected to be articulate and well-informed. He is often required to mediate interpersonal disputes, and must bring sound sociopsychological insights into conflict situations. Increasingly, policemen are being called to serve as consultants to businesses, schools, churches, and other institutions, providing advice on ways to reduce their susceptibility to criminal activity. In many cases, policemen work closely with professionals in other agencies to develop joint-action programs to deal with community problems. With each passing decade, American society expects more and more of the men and women who provide the community with vital law enforcement services.

There are many ways a police department can attempt to assure that its officers are continually upgrading their professional skills and knowledge. Many departments arrange to send selected officers to special conferences and training courses to become familiar with the latest innovations in professional law enforcement. On returning to their departments, these officers become valuable resources for developing and presenting in-service training programs.

One of the most effective methods of improving professional skills in a department

analysis Sisvient is a program of outside speakers who are authorities in various areas of police concern. In this way, policemen have an opportunity to meet informally with lawyers, social workers, judges, doctors, and others whose work is related to theirs. The effectiveness of this type of program depends on the development of a carefully-planned training schedule that frees the policeman from his routine duties on a regular basis for the purpose of attending seminars and classes of this nature.

Another method used to encourage professional growth is to provide an attractive,
well-managed library/reading room located
near the area used for daily briefings. Rooms
of this type typically contain an assortment
of current books, magazines, and pamphlets
on subjects in the area of law enforcement
and related fields.

There are many ways that the goal of continual professional growth can be acted on in the police department planning process. The organizational structure of larger departments should include a curriculum development and training staff. In the case of smaller departments, this is an example of the type of function that must be developed through regional cooperation. In the headquarters building of a municipal police department or the technical services center of a special police district, there should be ample space assigned to a special training staff. Adequate library facilities and space for preparing training aids should be included. At the level of the Community Police Station, an officer should be responsible for coordinating all training activities.

In addition to attending one or more training classes each week, a professional police officer should have an opportunity to participate regularly in intensive training programs lasting several days. A policy of

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providing every officer in a department with a fixed number of hours of paid inservice training each year must be taken into account when preparing annual budget requests. The expenses involved in securing speakers, films, tapes, and other training materials must also be considered.

In the law enforcement planning process, every policy, procedure or facility proposal must be carefully evaluated in terms of its implications for the development and maintenance of professional skills. Providing opportunities for professional growth on a continuing basis should be a primary objective of every law enforcement agency.



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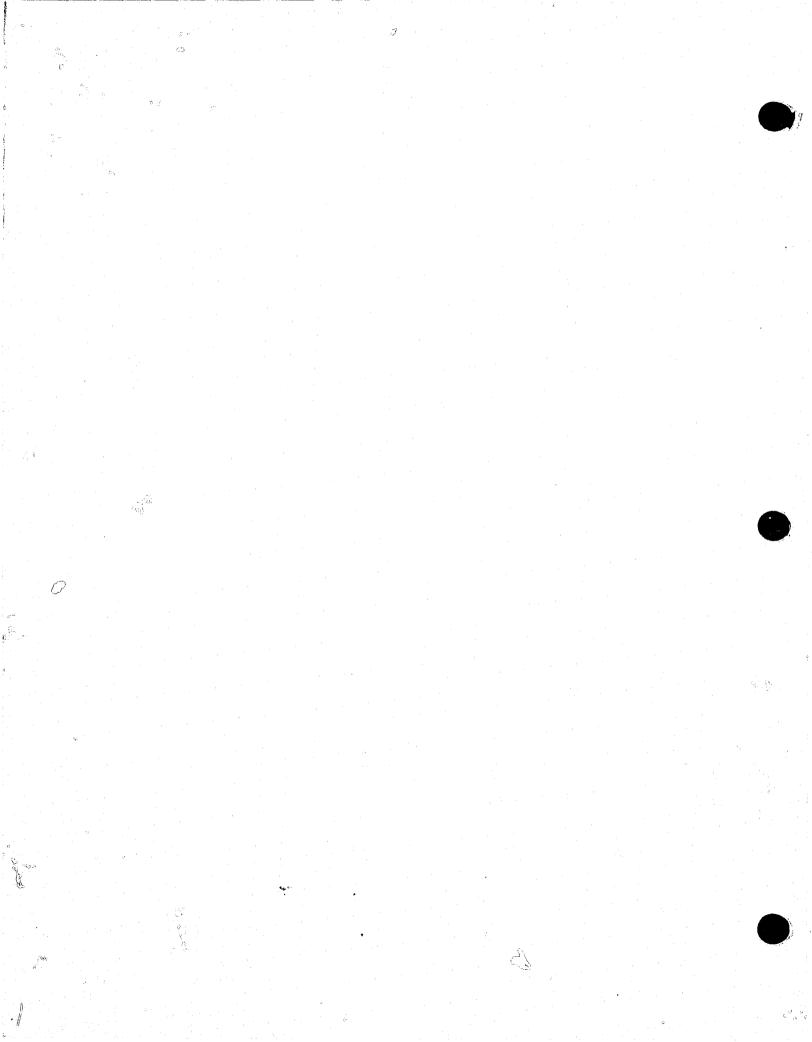
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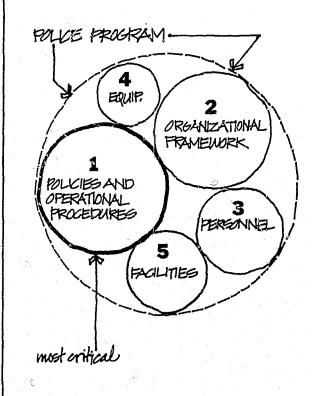
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Programs

The term "police program" refers to any continuing operation conducted by a law enforcement agency in order to attain its organizational objectives. For purposes of planning and research, it is advisable to consider all departmental activities in terms of specific programs. Each program is a subsystem of a larger system: the entire department. This is a much more practical approach to problems of operational analysis than the traditional practice of concentrating on such organizational subunits as bureaus, sections, and divisions.

A police program consists of five basic elements. They can be considered separately or as a whole. Policies and operational procedures together constitute the first and most critical program element. Program policies are the behavioral guidelines to be followed in conducting a program. Modifying policies can result in fundamental changes in the character of a program. The operational procedures established for a police program serve to structure the manner in which program services are delivered.

The second major structural element of a program is its organizational framework. By specifiying the roles of the officers and civilian staff members who will participate in a program, it is possible to further structure the manner in which the program will be conducted. The organizational framework consists of detailed job descriptions for all of the personnel required to perform the various program functions. It also specifies the relationship of each participant to all of the others who will be engaged in conducting the program.



The initial stage in developing a new program is to formulate a comprehensive set of procedural guidelines. This is followed by the preparation of an organizational chart showing the various roles or job categories and their relationships. When these two tasks are successfully Impleted, the basic structure and character of the program is determined. Throughout the history of a program. from the time it is activated until its discontinuation, both the policy statement and the organizational framework should be continually reevaluated. Revisions in these basic structural elements should be considered whenever it becomes apparent that the program is not functioning with optimal efficiency or effectiveness. Revisions in the policy and organization of a program may be called for by changes in the community served or in other departmental activities related to the operation of the program.

The remaining three program elements are personnel, equipment, and facilities. Each police program will require selected staff members whose training and experience qualify them to fill various positions in the program. The availability of suitable officers and civilians for assignment to a program will largely determine its scale. Program planning may often involve the development of recruitment and training schedules that assure an adequate supply of manpower to conduct the operation. The availability of personnel with appropriate training and skills will generally be a major factor in determining whether or not to activate a given program.

The implementation of most programs will involve the purchase of certain critical items of equipment. In the program planning process, it is important to

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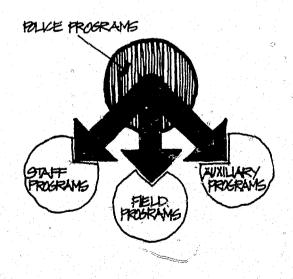
anticipate equipment requirements and to prepare a program budget that reflects the procurement schedules drawn up. Operational procedures may vary considerably, depending upon the extent to which various items of program hardware are available. The basic policy statement may require revision based on a realistic appraisal of the availability of program resources.

The fifth element of a police program is often a facility component. Many important law enforcement programs can be successfully conducted without supporting facilities, but most programs will require some form of facility base. Thus, the planning of appropriate facilities is normally an essential element of the program planning process. The relationship between program planning and facility design is described in greater detail below.

Police programs are normally divided

into three basic categories. Programs° required to sustain a law enforcement organization and to enable it to respond to changes in its environment are referred to as "staff programs." Recruitment and career development are both programs that provide staff services. A second category of programs includes those departmental operations required to provide adequate support for officers engaged in field operations. Programs in this category are referred to as "auxiliary programs." Fingerprint classification and analysis is an auxiliary service program, for example. In the third program category are all operations involving the direct delivery of police services to the public. Police - school liaison and crime scene investigation are examples of programs in this category? "field programs."

Program Categories:



programs

In addition to this basic three-part division of police programs, there are a number of other useful ways to classify law enforcement operations. Distinguishing between programs that require direct police-public contact and those that do not is one of the more useful approaches. In terms of facility planning, programs that involve frequent interaction between the police and citizens must have a base of operation that is easily accessible to the people served by the program. Juvenile counseling programs, for example, should be conducted in facilities near the areas where juveniles and their parents live. The facilities for other programs, such as evidence storage and ballistics, need not be accessible to the general public.

Another way of categorizing programs is to group them according to function. All programs should be developed in response to specific problems identified in the community or in the department. Most field service programs are developed so that the department can respond more effectively to specific types of citizen calls for police services. Although the specific objectives of each program should be carefully defined so that the services performed in a given program do not duplicate those provided by other programs, it is still possible to group police operations according to their general goals. The following are examples of common program categories:

- Programs for the professional development of police officers
- Delinquency prevention programs
- Criminal investigation programs

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- Programs to encourage citizen involvement in crime reduction
- Public relations programs

All of the programs conducted by a police agency should contribute in some way to the reduction of crime and delinquency. Operations that make no contribution to the achievement of this fundamental law enforcement objective should be promptly eliminated. However, the full impact of any given program must be viewed in the context of the department's overall operations. This is particularly important in assessing the value of staff and auxiliary programs.

Programs and Facilities:

The facilities constructed by a police department should be the direct results of a consideration of the programs the department proposes to conduct. The size and architectural character of each facility component should be determined by analyzing the requirements of the programs to be carried out in that part of the building. Therefore, facility planning and design must always be preceded by a thorough review of all departmental programs.

One of the more frequent causes of inadequate space in a police building is a failure to anticipate either the expansion of existing programs or the development of new ones. As new programs are added to the department's repertoire and others are enlarged, a building that was sufficiently large at the time it was constructed may soon become overcrowded. This can have an adverse effect on staff morale and efficiency.

In order to avoid the problem of premature overcrowding, it is important
to develop a comprehensive program
master plan during the pre-architectural
phase of the facility planning process.
The scope of all existing programs
must be carefully reviewed in order to
determine their optimal size under
existing conditions. The department's
experience with each program over the
past ten years should be reviewed in
order to formulate accurate projections
for the future.

In planning for a Community Police Station, an effort should be made to predict the level of demand for program services for a period of ten years beyond the date of probable occupancy. Plans for an Independent Police Station or an Administrative and Technical Services Center should be based on fifteen-year program projections.

It is particularly important to anticipate the programs that are likely to be developed during the ten to fifteen-year period following the construction of a new police facility. Adequate space should be provided for all programs likely to be adopted during that time period.

Even when a planning unit has done an extremely competent job of anticipating program expansion and development, significant modifications are likely to be necessary at some time during the second decade of the life of a police facility. For this reason, the design of an Independent Police Station or Administrative and Technical Services Center must provide for a high degree of flexibility. (See section D 8c.)

The objective of the program planning and review that takes place prior to the

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completion of a facility need statement is to assure that the building will not require significant alterations for at least ten years after it is constructed. Thorough program planning for an Independent Police Station should enable the department to have sufficient functional space for fifteen to twenty years after it is completed.

A Community Police Station is normally much smaller and far less costly than an Independent Police Station. Because it does not have the permanence of an I.P.S. and does not contain a communication center, central records systems, or other components that involve the installation of costly equipment, the planning for a C.P.S. does not have to extend over as long a time span as does that for an I.P.S. or A.T.S.C.

The placement of each component in a police facility complex should reflect the functional relationships between the programs to be conducted in that part of the building and those to be located in the other parts. Programs whose staffs must interact frequently should be located in adjacent parts of the building.

Unless a complete review and analysis of all programs has been made prior to the design phase of the facility planning process, it will be impossible for the architect to anticipate the operational and space requirements of the various department units. The architect should be provided with the necessary information to obtain a thorough understanding of the nature and scope of every program that will be conducted in the building. He should also be given accurate estimates of the scale that each program is likely to assume during the ten to fifteen year period following the completion of the building.

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The purpose of section C of the Guidelines is to present an overview of some of the programs more commonly adopted by law enforcement agencies in the United States. Each of the program statements contains a summary of possible objectives and a brief description of the manner in which the program might function. It should be recognized that although the same basic program is conducted by several police departments, there will almost always be significant differences in the scope and character of the program from one department to another. The extent to which qualified personnel are available to conduct a program is one of the factors that may result in significant differences in the way various departments implement the same basic program. Differences in citizen expectations and in the nature of calls for police services are also factors that will directly affect the character of programs. Even within the same law enforcement system it may be necessary to modify the way various field service programs are conducted in different parts of the agency's jurisdiction. The basic principle of "Community-Based Delivery of Police Services" (see section B 7) implies that people living in each of the areas served by a law enforcement system should be encouraged to participate in the determination of operational policies for their community. Therefore, varying citizen expectations and concerns may often result in the modification of program policies from one part of a city to another.

planning & research

program objectives

By establishing a planning and research unit, a police department is able to engage in continuous operations research. Using the department's data bank, the planning staff can monitor all operations and seek to identify ways of improving efficiency and overall effectiveness. A major objective of the program is that manpower and equipment be utilized as efficiently as possible.

Another objective of the program is to most profitably employ the services of management consultants and technical assistance programs. The planning staff can also help the department establish a good working relationship with local and state planning agencies.

The planning and research unit keeps the department informed about all technological developments with possible law enforcement applications. New equipment and crime prevention methods are evaluated to determine the feasibility of their adoption.

The planning staff prepares the detailed plans required for the implementation of new programs. It is normally this unit which drafts general orders for the department's policy manual.

Finally, the planning and research unit provides the technical and statistical data needed to document budget requests for additional manpower, training, and equipment. Members of this unit also prepare most grant requests.

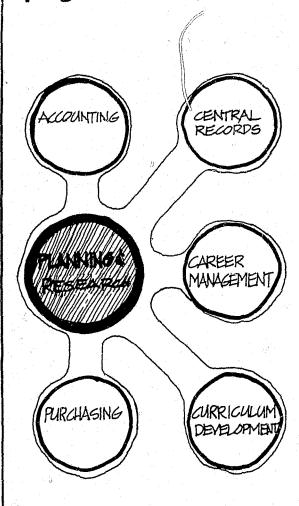
summary of objectives

- Analysis of current programs
- Evaluation of new equipment and methods
- Development of plans for program implementation

programs

police

program description



- Preparation of policy statements
- Providing documentation for grant requests and new budget items

A planning and research unit is central to the staff organization, coordinating the activities of five major administrative programs - records, purchasing, accounting, curriculum development and career development. (See programs C 5s, C 6s.)

The planning staff works directly with the records division, preparing statistical summaries of current operations and analyzing data from all departmental programs. If different information is required for effective operations research, the planning staff assists in developing the forms and procedures necessary to obtain it. Based on their analysis of the data, the planning staff keeps all commanders informed of the changes and trends in calls for service, and in situations requiring police action.

The planning unit prepares estimates of the quantities and kinds of equipment needed to support proposed operations. It assists the purchasing division in the development of performance specifications for all new equipment.

The planning and research unit is directly involved with the accounting staff in the preparation of annual budgets, since it is responsible for determining the fiscal implications of all proposed programs. It also prepares grant requests and assists in the administration of funds allocated to the department.

Many new programs will require special training for the officers selected to conduct them. In some cases, it may be necessary for the officers to attend special schools outside of the department. But in many cases the curriculum devel-

planning & research

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opment division will be able to prepare the instructional material necessary. Further, if the planning and research unit discovers deficiencies in the performance of departmental units, it can propose changes in the current in-service training curriculum.

Career development is another administrative program directly involved with the planning and research unit. Devising criteria for personnel selection is a major consideration in planning all new programs. Coordination with the career development unit should thus be an integral part of the planning process.

program implementation

A basic planning staff would consist of a senior planner, one assistant, and a clerk typist. A team of this size would be adequate to provide comprehensive planning and program research services for a system consisting of 200 to 500 sworn officers. An additional planner should be added to the program staff for each 200 officers beyond 500.

In order to maintain a full-time planning staff it will often be advisable for two or more police departments to enter into a joint agreement to develop this program together. A planning and research unit is one of several programs that can be used to form the core of an Administrative and Technical Services Center. (For a discussion of the ATSC concept see Sections B 8 and D 2f.) Having established an interagency planning staff, the departments involved are in an excellent position to explore other areas for cooperative action.

The planning function should not be neglected by small police agencies. In the event that a small 10-50 man department is unable to develop a planning

programs olice

capability in cooperation with other departments, one member of the department should be designated as "planning officer." Normally it will be necessary for him to conduct planning operations in addition to other responsibilities. However, no law enforcement agency should neglect planning because of a lack of adequate staff.

Whether to employ sworn officers or civilians in the planning unit is a basic policy decision that should be made prior to establishing the program. The possibility of combining civilians and sworn officers may also be considered. Persons assigned to this program should have academic training in criminal justice planning.

In addition to possessing the skills required to conceive comprehensive plans for future operations, the members of the planning unit should be able to work with other people. They should certainly be able to communicate the advantages of new programs to officers in the field.

A basic principle of successful organizational planning is that operational personnel ought to be involved to the maximum extent possible in the planning process. This increases the likelihood that the plans generated will be fully accepted at the operational level. Whenever plans that directly affect the operations of a particular unit are under consideration, members of that unit should participate in the planning process. In many cases, the staff of an operational unit will be able to develop its own plans with the assistance of the planning unit.

planning & research

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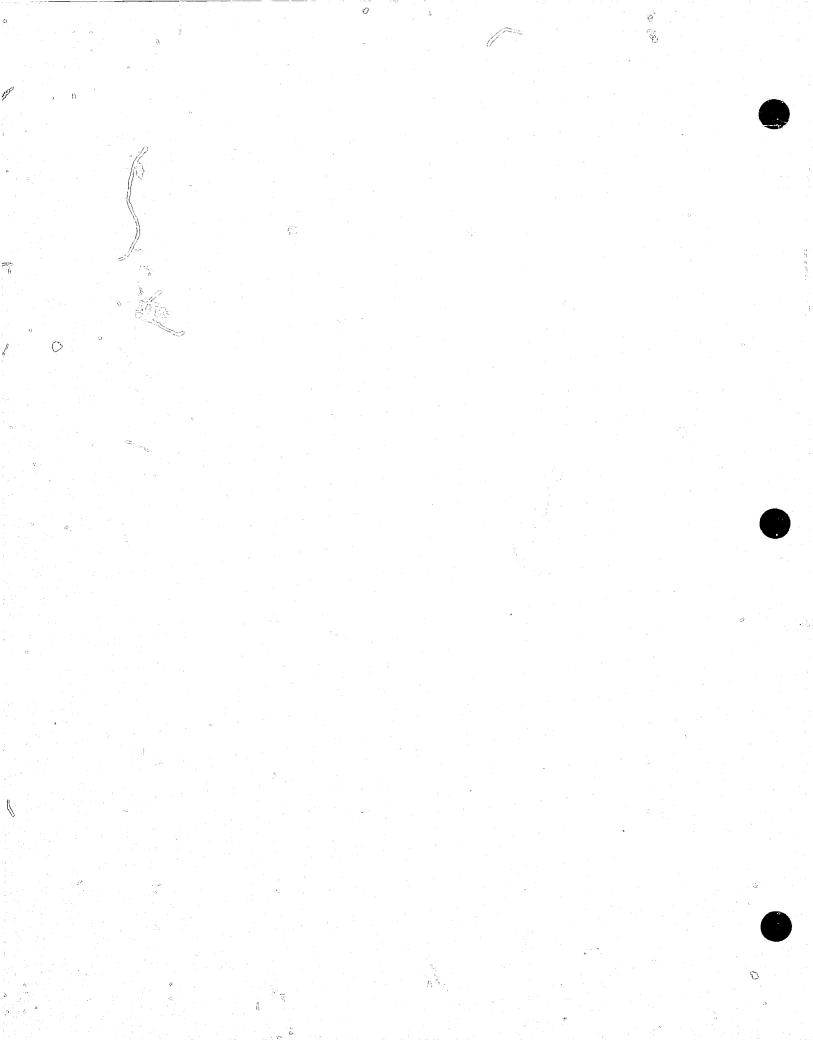
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programs

Dolice



legal advisor

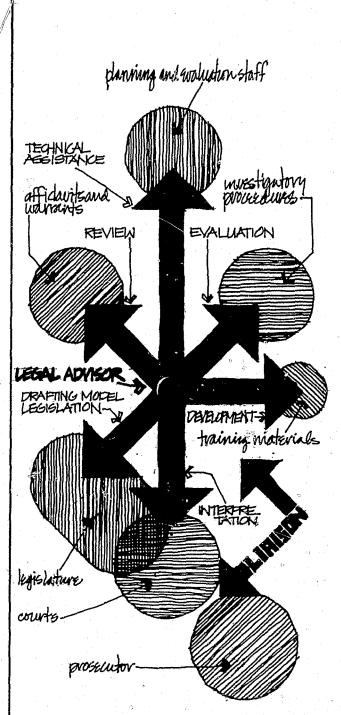
program objectives

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The principal objective of a legal advisor program is to provide technical assistance to the department's planning and evaluation staff. The legal advisor reviews all existing and proposed directives, and alerts the staff to any legal complications that might arise from department policies and procedures.

Another important function of the legal advisory staff is to provide a liaison between the police department and the prosecutor's office. This can be a particularly helpful arrangement when cases arise requiring a maximum of policeprosecutor cooperation to gain a conviction. The leaders of organized crime and others who create formidable law enforcement problems may be appropriate targets for such a special effort. Working in close contact with the department, the legal advisor could probably be of great help to the prosecutor as he attempts to construct the most effective case possible.

A legal advisory unit can also assist the department in negotiations with the judiciary. Such assistance is particularly important when a department attempts to modify established criminal justice procedure. If, for example, a department decides to institute a field citation program, its details would normally have to be negotiated with the local courts. The legal advisor would act as the department's representative.

Many police departments are being asked to participate in the legislative process by recommending state and local statutes that can help the community to reduce crime. Some departments, for instance, have helped persuade city councils to enact ordinances requiring that businessmen take steps to make

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their operations less vulnerable to robbery and burglary. Others have worked for the repeal of statutes that are unenforceable. The legal advisor assists the department in drafting proposed legislation and in the preparation of the necessary supporting documents to accompany such proposals. In addition, the legal advisory unit assists the department in gauging the probable impact of pending legislation on police operations. In this way, the department is better able to influence the decision-making processes of state and local government.

A legal advisory program is an important asset to the curriculum development and training staffs of a police organization. (See programs C6s, C7s.) The legal advisor assists in the preparation of instructional materials that reflect newly enacted laws and recent court decisions. When a new statute or decision at law is incorporated into departmental policies, the legal staff may prepare videotapes explaining the operational implications of the new orders.

The legal advisor reviews all affidavits in support of felony arrest warrants and all search warrants to insure their legal sufficiency.

Finally, a legal advisor serves the department by periodically observing lineups, suspect interviews, and other sensitive operations to assure that they are conducted in a manner that meets legal requirements. In this way, a police department can avoid legal complications arising from improper investigatory procedures.

summary of objectives

- Assistance in policy planning and review
- Liaison with prosecutor and courts

legal advisor

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- Development of departmental of training materials
- Interpretation of recent legislative acts and court decisions
- Drafting model legislation
- Regiew of affidavits and warrants
- Evaluation of investigatory procedures

program implementation

Because a police legal unit may be required to work with a number of departmental units, it should normally be established as a separate operation. It should not be combined with either the planning or training units. The head of the legal advisory staff should normally report directly to the chief of police.

Law enforcement systems consisting of more than 250 officers will generally require the services of a full-time lawyer to conduct a comprehensive legal advisory program. Larger systems will require an additional lawyer for every 500 officers.

In order to develop and maintain a legal advisory program, smaller police departments may enter into cooperative arrangements with other law enforcement agencies in their area. An interagency legal advisory office is a major component of an Administrative and Technical Services Center. (See Sections B8 and D 2f.) In the event that is is impossible for a small department to develop this program jointly with several other departments, the possibility of obtaining the services of a lawyer on a part-time basis should be considered.

In most cases a clerk should be assigned to assist the legal advisory staff in preparing affidavits and in conducting basic research. The extent to which clerical assistance is required will be largely determined by the capabilities of the planning, curriculum development, and criminal investigation units.

Successful implementation of a legal advisory program will require the provision of suitable office space near the departmental research library and near the areas used by the planning and research and curriculum training units.

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crime analysis

background

program objectives

A thorough knowledge of the nature and extent of criminal activity in the area served is essential to an effective law enforcement organization. This type of information can only be obtained through the systematic gathering and analysis of data. The time and location of all crimes known to the police, together with detailed information about the methods used and the characteristics of the people involved (both suspects and victims), must be carefully recorded and entered into an information storage and retrieval system. The resulting data bank can be used to provide the kinds of information necessary to conduct an efficient crime prevention operation. To accomplish this objective, a crime analysis program must be established.

A crime analysis program has four major objectives:

- 1. Determination of temporal and spatial patterns in the incidence of crime:
 Incident reports for each category of crime are grouped according to the time and day of the week that they occurred. The reports can be further subdivided by months in order to identify seasonal variations in crime occurrence. This type of data analysis makes possible the systematic allocation of police manpower.
- 2. Identification of criminal suspects:
 The analysis of incident reports frequently reveals unique patterns associated with an individual criminal's mode of operation. Such information not only facilitates the identification of persons involved in criminal activity, but may also mean the clearance of additional crimes once a suspect has been arrested.

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- 3. Prediction of the future occurrence of crimes: This type of analysis can be an invaluable tool in the apprehension of criminal suspects. Detailed knowldege of the time, place, and circumstances of previous crimes can, in many cases, enable a crime analyst to predict future crimes with a high degree of accuracy. Projections of future criminal activity can also enable officers in the field to take prompt and effective preventive action. This type of data is indispensible to the conduct of an efficient air surveillance program. (See program Cl4f.) Because they are able to anticipate crimes, law enforcement officials are in a better position to respond quickly when they occur.
- 4. Evaluation of operational effectiveness: By systematically analyzing
 the data on crimes reported and
 crimes cleared, the need to introduce
 new programs or to modify existing
 ones can be evaluated. A crime
 analysis program provides the basic
 data required by a planning and research unit to conduct operation research. (See program Cls.) In this
 way, the crime analysis program
 makes a significant contribution to
 the department's effort to determine
 its impact on crime in the community.

program description

The operation of an effective crime analysis program requires that all incidents reported to the police be thoroughly investigated. Detailed information concerning each crime is entered into a storage and retrieval system so that it will be available in a form that the research analyst can use. The program staff reviews each report to determine whether or not the incident has been accurately classified by the investigating officer. This is necessary to assure a high degree of consistency in the

crime analysis

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classification of reported crimes.

The following categories of information from the investigator's report are entered into the system:

- Class of crime
- Time of occurrence
- Location
- Weapon or tools used
- Method of entry
- Description of crime site
- Type of premises
- Degree of violence
- Primary property target
- Characteristics of suspects
- Characteristics of victims

All this data is obtained from the field investigator's report and entered into an information storage and retrieval system. Electronic data processing systems are generally used in this type of program, but there are a number of manual card sorting systems available that can be substituted for fully automated electronic equipment.

One useful methodology for attaining all of this program's objectives (except criminal identification) is the CAPER (Crime Analysis-Program Evaluation-Research) system devised by the Santa Clara Criminal Justice Pilot Program.

Key features of this methodology include the assignment of unique X-Y coordinates to given locations (street addresses,

programs

intersections, etc.), and the employment of two Census Bureau programs:
DIME (Dual Independent Map Encoding),
and ADMATCH (for translating from addresses to coordinates, and vice versa).
Because of these features, information
can be gained concerning any area,
whether defined by giving three or more
sets of coordinates or by a radial sweep
about a given point. Most important,
these areas need not coincide with established jurisdictional or service areas.

The basic output of the CAPER system is a table showing the percentage breakdown of individual types of crime according to as many as eight variables. These include location, time, type of premises, property involved, etc. In fact, any sort of information that enters the individual officer's report can be used. The table also shows the percent contribution each type of crime makes to the totals for specific categories of crime and for all crime. This list can be distributed to other units of the department as a "crime analysis bulletin," summarizing current information on various types of criminal activity.

More elaborate outputs are possible with the CAPER system. First, "location spot maps" can be produced that show the geographic distribution of specific crimes, categories of crimes, and crimes in general. By examining a set of sequenced maps of this type (showing the changing incidence of crime at selected times of day, on different days of the week, or months of the year), it should be possible to predict future requirements for police services with a high degree of accuracy. While printouts of these maps would probably be less expensive, if they can be projected wall-size, either directly or from a cathode-ray tube display, this will greatly facilitate analysis.

crime analysis

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Used in conjunction with good survey techniques and a well-designed questionnaire, the CAPER system can help provide two important means of measuring a police agency's effectiveness: the victimization rate and the victimization survey. The first is a ratio of the number of actual victims of a particular crime to the number of potential victims in the agency's service area. This ratio has two useful purposes. First, the number of crimes that go unreported can be ascertained, and efforts can be made to reduce it. Second, changes in this ratio can be used as a rough indicator of the degree of effectiveness with which police services are being delivered. In a victimization survey (see section A 8), more information is gathered about the actual victims of crime in a particular part of the service area in an effort to more accurately evaluate the effectiveness of the department's crime reduction programs.

The additional cost these studies usually entail should be compensated for by the greater efficiency of the CAPER system. By allowing a more efficient allocation of manpower, the system contributes directly to the reduction of crime. In addition, the logic and basic simplicity of the system are likely to make it attractive to other social service agencies. If other agencies adopt the same set of X-Y coordinates, the police could, without additional cost, gain a wealth of information collected by other agencies, and a higher degree of inter-agency cooperation would be possible.

program implementation

Conducting an effective crime analysis program requires an extremely accurate and detailed system of reporting all crimes. Therefore, the first step in

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establishing the program is to review all report forms currently in use. The information on these forms must be recorded in such a way that it can easily be transferred to computer punchcards.

Once the necessary report forms have been developed, all of the members of the agencies served by the program should be thoroughly trained in their use. All officers must have a thorough understanding of the program. The importance of accurate reporting to the success of the program should be stressed.

The research analyst who is selected to direct this program should work closely with the curriculum development unit (see program C6s) in the preparation of instructional materials to familiarize police officers with the new reporting system.

The staff of the crime analysis unit will be coordinating many of their activities with those of the following programs:

- Central Records (Cla)
- Planning and Research (Cls)
- Criminal Identification

Therefore, in establishing the program, it will be necessary to specify the procedures to be followed in working with each of these other programs. The facilities provided for the crime analysis program should be located near these related operations.

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crime analysis

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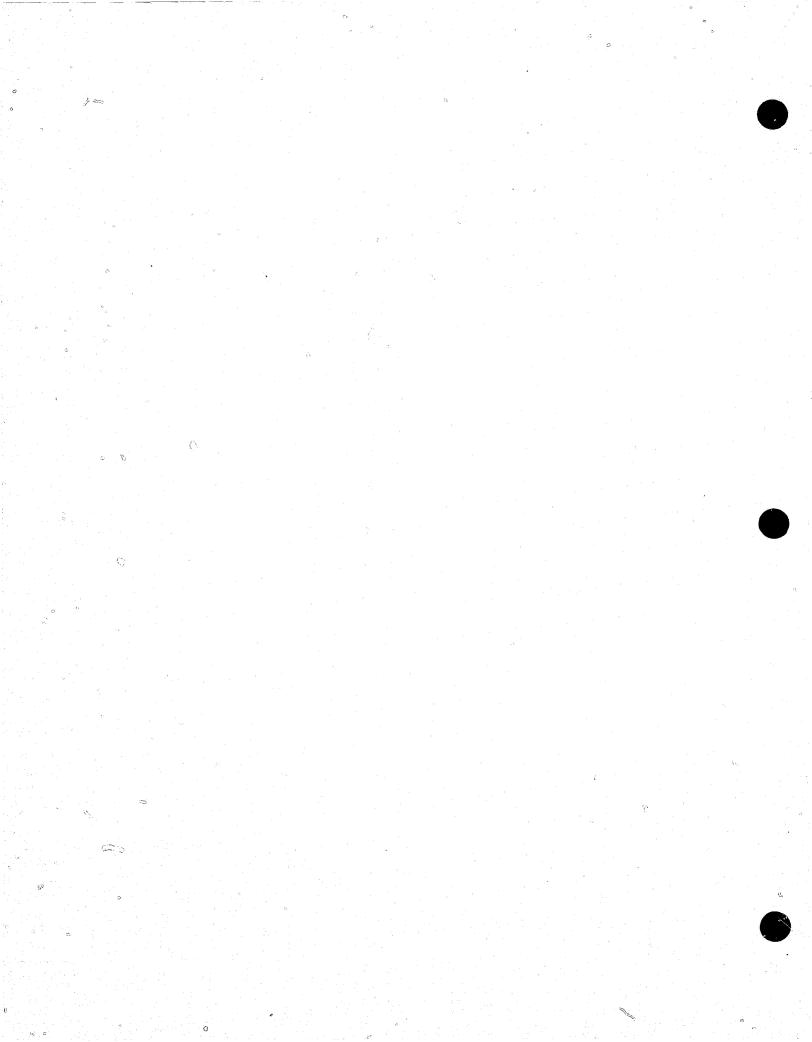
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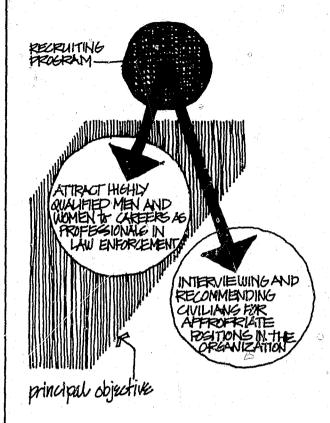
Drograms



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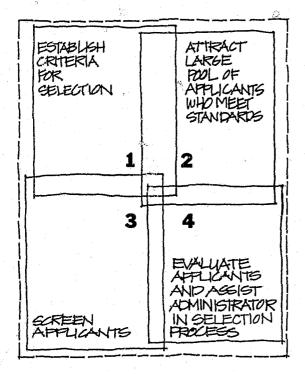


The principal objective of a recruiting program is to attract highly qualified men and women to careers as professionals in law enforcement. A program of this nature is indispensible to a police organization that is concerned with upgrading the overall quality of its professional staff. In addition to recruiting future police officers, the program's staff is responsible for interviewing and recommending civilians for appropriate positions in the organization.

One of the ways a recruitment unit can contribute to the further professionalization of a police department is by assisting the administration in its efforts to establish employment standards that are consistent with the demands of modern police operations. A recruitment officer in a police organization is also responsible for making the general public aware of the opportunities that are available to young men and women who choose careers in law enforcement. In accomplishing this objective, he also makes a substantial contribution to the development of a more positive image of the professional policeman.

- To attract outstanding candidates for training as police department employees
- To acquaint the general public with the career opportunities available in law enforcement
- To assist in the professionalization of police departments through the establishment of selection criteria that are consistent with the demands of contemporary police work

programs



 To assure that applicants of the highest caliber are selected for basic training programs

A police recruitment unit performs four basic functions. First, the recruitment staff works in close cooperation with department administrators to establish criteria for the selection of future police officers and civilian employees. Second, the program staff seeks to attract a large pool of applicants who meet these standards. Their third function is to screen applicants to determine whether or not they meet the minimum standards. Through a process of testing and background investigations, they seek to identify the personal strengths and weaknesses of each candidate. A fourth major function of the recruitment unit is to evaluate the information available on all applicants and to assist administrators in the selection process.

One of the most difficult tasks facing department administrators is to establish recruitment standards that will enable them to select men and women who are well-suited to police work. In accomplishing this task, they must take into consideration the unique stresses and demands a law enforcement career presents. Departmental recruitment practices must be sufficiently flexible to allow revisions when it becomes apparent that existing standards are inconsistent with the needs of the department and the community.

The process of attracting outstanding applicants requires the intelligent utilization of a broad range of methods. Having identified the recruitment market in terms of such variables as age and educational attainment, the appropriate advertising and promotional methods can

recruitment

be selected. Some of the more effective means of publicizing career opportunities and attracting candidates include the following:

- Distribution of brochures through libraries, schools, fraternal and veterans' organizations
- Placing of posters in post offices and other public buildings
- Advertising in campus newspapers and other periodicals
- Radio and television spot announcements. Many radio stations feature programming that
 appeals primarily to listeners in
 the 18 to 30 age bracket. Law
 enforcement recruiters can take
 advantage of this fact by placing
 ads on these stations.
- Regular visits by recruiting officers to local colleges and vocational training schools
- Conducting recruitment interviews at shopping centers, parks and other activity centers. Using a mobile recruitment van can be extremely effective for this type of campaign

In addition to these conventional methods of recruitment, many other approaches can be devised for attracting law enforcement candidates. Police - school liaison officers should use every opportunity to discuss the advantages of police careers as they associate with students in the local high schools. (See section C 13f.) Officers assigned to neighborhood walk-in facilities (see section D 4f) also have

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many opportunities to encourage citizens to consider police careers. Recruitment officers should also seek opportunities to address civic and fraternal organizations in the communities served. One of the main purposes of this public speaking activity is to help the average citizen appreciate the need for better-educated and more highly qualified candidates for police positions. In this way private citizens can assist the police department in attracting well-qualified candidates.

All of the printed material used in conjunction with a recruitment program should be prepared with the assistance of the agency's public information unit. (See section C 8s.). The material should have the dual purpose of enhancing the image of professional law enforcement and attracting young men and women.

In all of a department's recruiting efforts, the aim should be to give a positive but accurate representation of the nature and rewards of police work. The incentives to join, such as salary, working conditions, and opportunities for advancement should be made as attractive as possible. Appeals should be made to the potential applicants' desire to serve in the public interest. However, no attempt should be made to minimize the risks or the hardships involved in being a police officer. By being forthright at the outset, the department can avoid training candidates at great cost who will leave the department because their real interests lie outside of law enforcement.

The process of examining those who apply is multifaceted. The testing is designed to perform two functions: selecting out unsuitable candidates

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and providing a basis for comparing those who remain. The first has traditionally been given the most attention. Applicants who are clearly unfit are detected by the testing process and eliminated. The second function of the testing process is to provide a basis for the comparison and selection of the candidates who meet the minimum standards of the department. Since an appropriate comparison involves such intangibles as attitude, this aspect of the testing process has been less than fully developed, despite its importance to a good recruiting program.

Tests should be given to measure the applicant's intelligence, physical agility and endurance, and emotional stability. A sensible procedure is to administer the tests in a sequence that will eliminate greater numbers of applicants at first, leaving a smaller number to be given more involved and costly examinations later. Some departments have found it quite useful to obtain the services of a psychologist specializing in tests and measures to help design their testing program. The scope and depth of the examinations given will be determined by each department's needs.

Once the test and background investigation data are available, the recruiting staff faces its greatest challenge: to select the best applicants among many who meet the objective criteria for acceptance. The results from a testing program that measures motivational and attitudinal factors can be particularly useful at this stage, as can the results of a background investigation and an oral examination. The recruitment staff should seek to select officer candidates who possess a variety of well-developed talents and realistic, wholesome aims and attitudes.

Drograms

A department can protect itself from the consequences of recruiting persons unsuited for law enforcement careers by maintaining a probation period of at least one year, and by having its career development unit conduct a vigorous program of follow-up investigation of all officers during this period. (For a description of the functions of a career development program see section C 6s.)

Individuals with many different skills will be needed to staff a recruiting program. Managerial talent will be required to coordinate the efforts of program staff and agency administrators in setting standards. Public relations and advertising skills will be invaluable in preparing and disseminating departmental recruiting literature. The staff members involved in constructing and administering examinations will need unique talents. Tests used in the selection process must be continually monitored and reviewed to assure that they are job related. Test items selection criteria that are not directly related to an applicants potential ability to perform police duties must be systematically eliminated.

The first step in establishing a recruitment program is to conduct a review of existing standards for acceptance of applicants to assure that they are clearly related to law enforcement job performance. The department's legal advisor should assist in determining whether current selection standards are consistent with existing laws. He may also be able to act as a liaison with the appropriate legislative body in efforts to change outmoded statutory requirements. (See section C 2s for further discussion of the role of a police legal advisor.)

Once the program is in full operation, the career development unit should begin to provide the recruitment staff with periodic feedback reports. These reports should analyze instances of recruitment

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failure, such as early voluntary separation and all cases of involuntary dismissals. Instances of exceptionally successful recruiting should also be noted.

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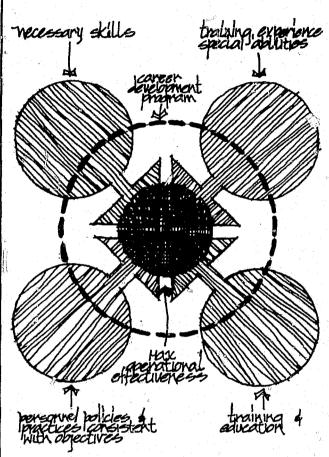
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career development

program objectives



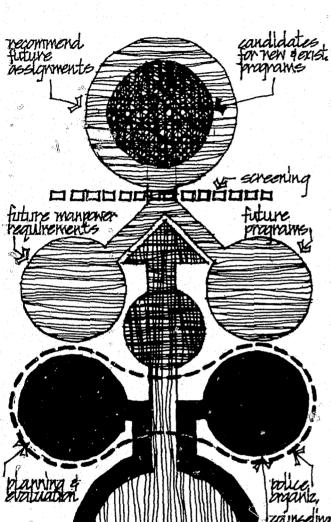
program description

The ability of a police department to consistently deliver law enforcement services of the highest quality depends upon the availability of officers who are well-trained and experienced in the many aspects of police operations. The development and application of sound personnel policies is essential to the achievement of maximum operational effectiveness. A career development program is designed to assist a law enforcement organization in attaining the following objectives:

- The availability of personnel with the necessary skills and experience to operate all departmental programs.
- The maximum utilization of the training, experience, and special abilities of each officer.
- The development of personnel policies that foster high morale, and the elimination of practices inconsistent with this objective.
- The provision of training and other educational opportunities that will enable every member of the organization to realize his full potential as a law enforcement professional.

A career development unit is a major component of the personnel department of a police organization. This unit works closely with the planning and research staff to determine future manpower requirements and to develop programs that will assure the availability of officers with the necessary training and experience when their services are required. The career development staff also assists in the selection of candidates for new and existing programs. This unit should see to it that the most qualified people are selected, and that all assignments further the career

programs



program implementation

development of the officers involved.

The career development staff conducts a periodic review of each officer's personnel file, evaluating his professional development and making specific recommendations for assignments that will increase and extend his ability to perform law enforcement functions. Career development specialists provide counseling services to the members of the department, helping them to take full advantage of the opportunities available for professional advancement. They attempt to make every officer aware of educational opportunities available at colleges and police training institutes, and they assist officers in preparing their applications.

It is inevitable that some officers will be required to perform dull and unchallenging duties. The career development unit monitors and systematically rotates all such assignments. They do this in an effort to prevent anyone's career development from being unduly disrupted or retarded by this type of assignment. This insures the maintenance of high morale among officers.

identify exceptionally capable and highly motivated officers so that their career advancement can be accelerated. They make regular reports to the administration providing lists of the officers most qualified for positions of greater responsibility. They are also responsible for identifying those younger officers who should be given training and duty assignments to prepare them for supervisory and administrative positions.

A career development program should be a part of the administrative organization of all police departments with more than 250 officers. A unit consisting of a director, an assistant, and one clerk-

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typist should adequately serve the needs of an organization that size. An assistant should be added for every additional 200 officers. Because assignment to the career development unit is not conducive to the professional development of a police officer, the unit should probably be staffed by civilians. Ideally, the director and his assistant should have at least five years of law enforcement experience. They should also have academic training in guidance and counseling. And they should be able to relate well with the professionally oriented police officers they will counsel.

Operating an effective career development program requires a system for maintaining personnel records that facilitates the storage and retrieval of large volumes of information. Computers are ideally suited to this purpose and should be utilized wherever possible. Departments with less than 400 officers should be able to conduct a successful program utilizing a manual filing system. In any event, a standard form should be designed with a format that enables the staff of the personnel department to quickly and accurately record all of the required data.

A three-member career development unit will require approximately 250 square feet of office space and a counseling room with a minimum of 80 square feet of floor space. The office area should be adjacent to that used by the planning and evaluation unit. If a computer-based record system is not employed, it will be necessary to locate the career development unit near the space for personnel files.

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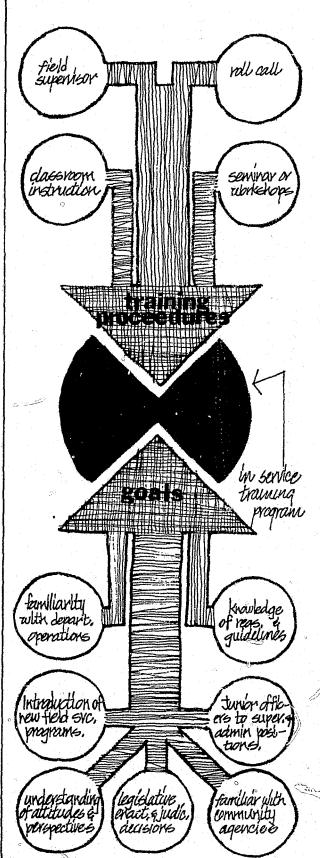
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in-service training

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As the character of modern law enforcement operations has become more complex and sophisticated, the need for educational and training programs for police officers has increased greatly. In order to assure that their officers will be able to acquire the technical knowledge and skills required to conduct contemporary law enforcement programs, police departments have been forced to become much more selective in their recruitment practices (see section C4s).

The pre-service training course required of all inexperienced recruits is designed to prepare an officer to participate in most field service programs. However, the training of a professional police officer does not end with the completion of a twelve or sixteen week course of basic instruction. A police officer must continue to be involved in professional education programs throughout his or ner career. Opportunities for professional development that are made available after an officer has completed the initial recruit training course are referred to as "in-service training programs."

The modern police officer spends a substantial amount of his time attending classes and participating in seminars and special training workshops. Several hours of each week are devoted to professional reading and physical fitness activities.

The central objective of an in-service training program is to insure that all civilians and sworn officers employed by a law enforcement agency have the knowledge and skills required to perform their assigned duties. The instruction this program provides must be planned to assure that every member of the or-

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ganization becomes familiar with the most advanced techniques in the field of crime prevention and law enforcement. In addition to assisting every officer in gaining a broad understanding of departmental objectives and policies, an effective in-service training program should afford opportunities for individual officers to receive advanced instruction in his or her area of special competence.

The neglect of in-service training quickly leads to a deterioration in the quality of the services a law enforcement system is able to provide. Therefore, a major commitment to in-service training is required if a police department is to maintain a high level of operational efficiency.

The following is a summary of some of the more important goals that can be achieved through a comprehensive inservice training program:

- 1. Familiarity with departmental operations: The average officer rarely has direct contact with all of the programs and operations of a complex law enforcement system. Yet it is extremely important that officers assigned to field service programs have a full understanding of the resources available through the various staff and auxiliary programs. All officers should receive an annual briefing by a representative of each of the major departmental programs.
- 2. Knowledge of regulations and departmental guidelines: The policy manual that governs a police officer's official conduct is an extremely important document. As each new policy is formulated, it must be carefully explained to all members of the department. Similarly, when an existing regulation is altered, this

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must be brought to the attention of all officers. Only in this way will an agency be able to maintain the high level of discipline required for an efficient operation. The introduction of any new departmental policy must be accompanied by one or more in-service training sessions. It is also important to conduct regular classes at which existing regulations can be reviewed and further clarified.

- 3. Introduction of new field service programs: The successful implementation of most field programs will require that all officers have a thorough understanding of the programs' specific objectives. Officers must be able to answer questions from citizens concerning the goals and value of a new program. Those who are assigned the responsibility of establishing a new program must assume an active role, briefing all members of the department so that there will be no misunderstandings concerning the objectives of the program. They should use the full resources of the Curriculum Development unit (see section C 6s) in preparing handouts and other instructional materials for use in presenting the new program to the department.
- 4. Preparation of junior officers to assume supervisory and administrative positions: As a police officer progresses through his career, he will require educational and training experiences to prepare him for positions of greater responsibility. A Criminal Justice Training Academy (see section D 5f) will provide many of the advanced training courses required by professional law enforcement officers at various points in their career. Other educational programs for exper-

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ienced officers will be available at institutions of higher learning. An important responsibility of the Career Development unit (see section C5s) is to counsel officers at various times during their career to insure that they receive in-service training opportunities that will prepare them for leadership positions.

- Development of an understanding of the attitudes and perspectives of the people living in the area served by the department: Police departments serving large and ethnically diverse populations are faced with the difficult task of helping their officers to acquaint themselves with the backgrounds and unique concerns of the various groups in the community. Training situations that bring police officers into informal contact with citizens whose life styles or personal perspectives differ from their own can be extremely helpful in the development of mature attitudes that will result in more effective law enforcement operations. A ride-along program (see section C7f) is a good example of an inservice training experience of this type.
- Knowledge of recent legislative enactments and judicial decisions that may affect police programs: One of the most important tasks of a departmental legal advisor (see section C2s) is to prepare instructional materials that can be used to acquaint police officers with new legal rulings. Criminal investigators, juvenile officers, evidence technicians, and all others engaged in field operations must have a detailed and up-to-date knowledge of the laws that pertain to law enforcement activities. Police officers should receive regular briefings about state and local ordinances, and they must

in-service training



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be given the opportunity to ask questions that will help them understand the implications of each new law.

Familiarity with the services available through various agencies operating in the community! In the course of their operations, police officers frequently come into contact with problems that can be more effectively handled by other agencies. In order to determine the type of professional help that is most appropriate in any given situation, the officer should be thoroughly familiar with all of the resources available. From time to time every police officer should be given an opportunity to meet with representatives of other public service agencies. Periodic briefings by such people should be an integral part of an in-service training program. In this way, officers will develop a better understanding of the capabilities of other agencies, and of how their programs are related to various law enforcement programs.

The objectives outlined above can be met through a wide variety of training procedures. One of the most effective and widely used forms of in-service training is that provided by a police sergeant acting as a field supervisor. If a sergeant is responsible for coordinating the activities of no more than twelve officers, he is in an excellent position to provide detailed instruction in the proper methods of handling routine problems. By arriving at the scene of an incident shortly after his men, he is able to observe the manner in which they conduct an investigation. At a later time he can counsel them and suggest ways of improving their techniques. By reviewing their report forms, programs

he can make helpful suggestions concerning ways of improving the preparation of reports.

In-service training is normally considered one of the principal responsibilities of a field supervisor. From time to time, he should meet with all of his men at the end of a shift to discuss the weaknesses and strong points he has observed in their operations. He should also recommend professional books and articles that he has found to be particularly helpful.

Roll call instruction is another widely used form of in-service training. Many organizations require that the first twenty minutes of every tour of duty be devoted to some type of training activity. This is an excellent opportunity to review departmental policies and procedural guidelines. Short videotapes and training films prepared by the Curriculum Development unit can be presented during these training sessions.

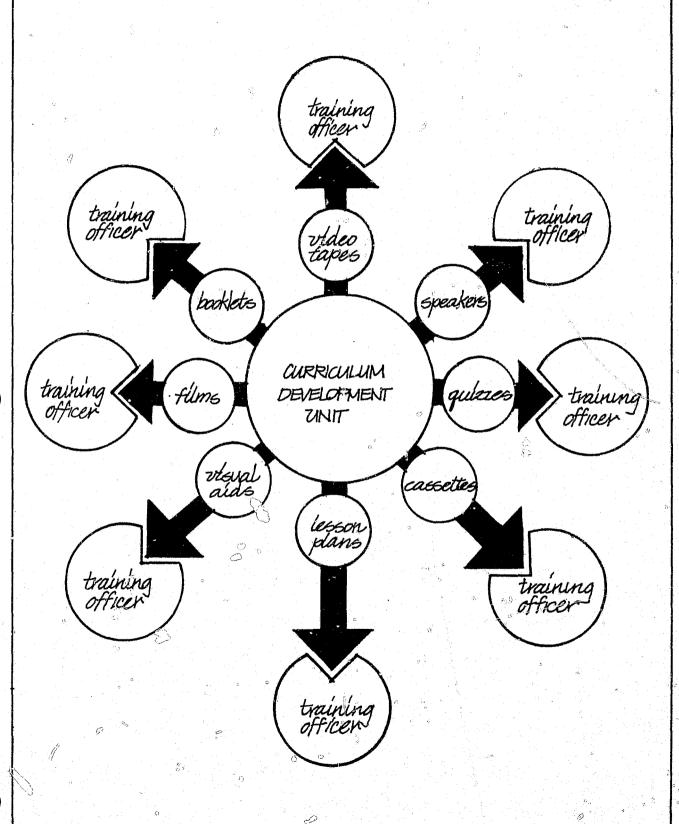
Many types of formal instruction cannot be adequately handled in the brief time period allotted for roll call training. Therefore, a minimum of one hour each week should normally be designated for classroom instruction. This time period can be used for the following types of in-service training:

- Lectures by the legal advisor or other legal authorities on legislative enactments or judicial decisions
- Presentations by staff representatives from various public service agencies in the community
- Viewing longer films

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- Group discussions of recurring law enforcement problems
- Demonstrations of items of equipment recently acquired by the department

This weekly hour of classroom instruction is also an appropriate time to review departmental policies and guidelines related to the following subjects:

- Pursuit driving and vehicle safety
- Maintenance and proper use of personal weapons
- Response to informal citizen complaints against department personnel
- Arrest and booking procedures
- Radio procedures

A fourth category of in-service training which has been widely used by police departments is the seminar or workshop. Training sessions of this nature may last from one to two days. A training workshop would normally be conducted at a Criminal Justice Training Academy or on the campus of a local college. Training in conflict management skills is one type of instruction that is often presented at a two-day workshop. When planning sessions of this type, the Career Development unit or personnel officer is usually asked to select those officers who are most likely to benefit from the training experience.

Various staff and auxiliary program units should also arrange to conduct two-day workshops for selected field service

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officers. For example, the staff of the crime laboratory is responsible for presenting annual training sessions for criminal investigators and evidence technicians (see section C9a). From time to time, detectives and other officers engaged in investigatory programs should be required to spend one or two days assisting the staff of the crime laboratory. In this way they will become more familiar with the problems of analyzing various types of evidence. A crime laboratory cannot be optimally effective unless the officers in the field are thoroughly trained in the proper techniques of evidence collection and preservation.

The successful development and implementation of most law enforcement programs will require a period of specialized training for the officers and civilians selected for the program. Prior to the initiation of a new program, the Career Development unit (see section C 5s) will select a group of officers who have the necessary aptitude and background to conduct the program. If special training is required to prepare them for their new responsibilities, they are relieved of their normal duties in order to attend an appropriate school. This is an extremely important form of in-service training.

One of the most effective methods of providing in-service training classes involves the utilization of officers who have recently attended special schools or courses. Upon returning to the department, an officer should be required to provide instruction to his fellow officers. The training officer should assist him in preparing the visual aids and other materials

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he requires to present a summary of the knowledge obtained while attending the special course. In this way the department will receive a much greater return from the investment sending the officer to school represents.

In every Independent or Community Police Station at least one officer should be given the responsibility of scheduling regular in-service training programs. Most of the films and other instructional materials needed for conducting the training program in a Community Police Station will be provided by the Curriculum Development unit in the Administrative and Technical Services Center. It will be necessary for the training officer in an Independent Police Station to prepare practically all of the training aids and instructional materials he needs in his own office.

The first requirement for establishing an effective in-service training program is to formulate a set of basic instructional objectives. These objectives should be based on a thorough review of the current operational needs of the department. All of the programs conducted by the department should be evaluated to determine what specific types of training experiences will best qualify the officers and civilians assigned to them to perform their duties.

Having specified their objectives, the training officers and curriculum development staff members should determine the proportion of training time to be devoted to each subject. This outline

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will form the basis for an annual training schedule.

The budgetary implications of the inservice training program must be calculated as accurately as possible. The man-hours required to conduct an effective program of this nature are substantial. Therefore, it will often be necessary to request a significant budget increase in order to assure that the members of the department will have sufficient time to participate in training activities.

Once a training program has been initiated, it will be necessary to develop procedures for regular testing and evaluation. The possibility of using scores from tests based on in-service training experiences as one of the criteria for promotion and professional advancement should be considered. Quizzes and other evaluative materials should normally be prepared by the staff of the Curriculum Development unit.

Finally, it will be necessary to provide adequate facilities for conducting those aspects of the in-service training program that will take place at the station. Most in-service training classes will be conducted at the station to which the officers report at the beginning of their daily tour of duty. Therefore, every Community or Independent Police Station must include a specific area for classroom activities. In some cases it may be desirable to design the station briefing or roll call room so that it can also function as a classroom. Any multi-purpose room used both for daily briefings and for instructional purposes should have the basic character of a conventional lecture room

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In most situations it will be preferable to incorporate a separate, single-purpose classroom into the design of a Community or Independent Police Station. When this area is not in use for in-service training classes, it can be made available to community organizations for their activities. The classroom can also be used for meetings between police officers and groups of citizens (see section C 9f).

Another essential component of a modern police facility is the library/reading This area should contain books. room. journals, and audio-visual materials that can be used by members of the department for personal study. library/reading room should normally be located adjacent to the roll call area or the station classroom. Arrangements can often be made with local libraries to provide books on permanent loan to the police department for use in the station's library/reading room. An arrangement of this nature will substantially reduce the cost of maintaining this component of the in-service training program.

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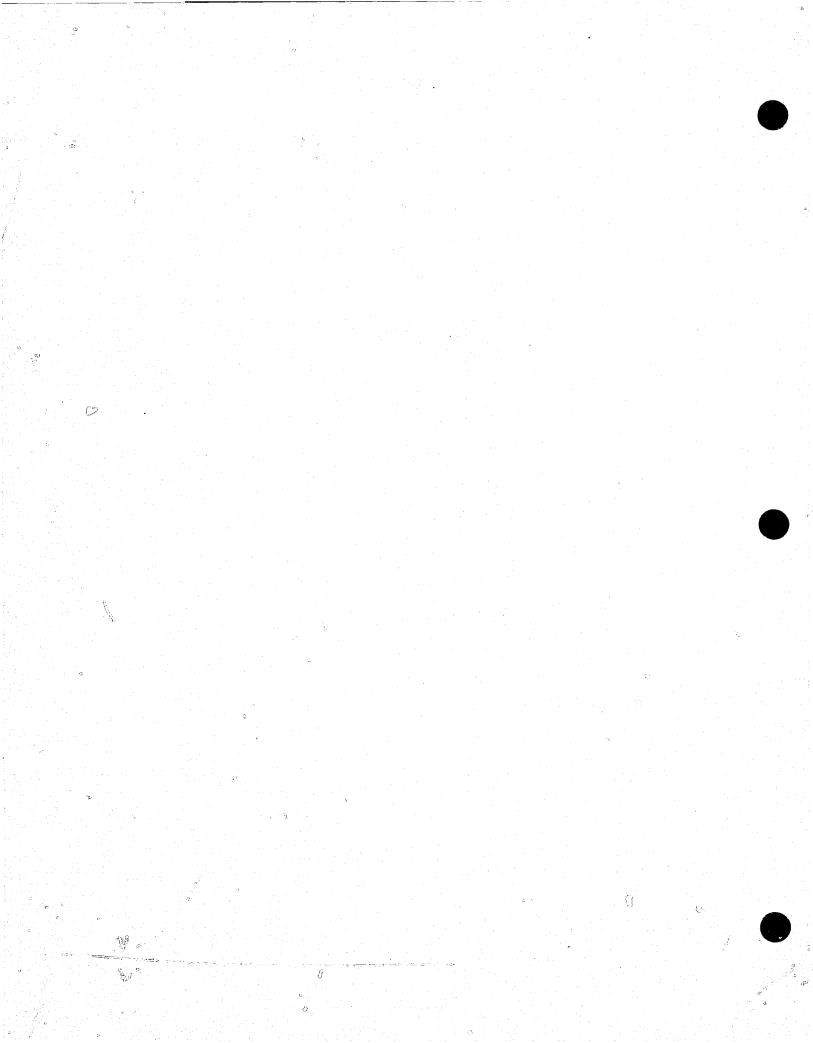
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EDUCATE THE FUBLIC AND ENLIST THEIR SUPPORT

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PUBLIC INFORMATION ACTIVITIES

The need for greater citizen involvement in crime prevention activities is generally recognized to be one of the most urgent problems facing modern law enforcement. If the police are to accomplish their mission successfully, people in all walks of life must become aware of the ways they can help reduce the opportunities for crime in the community. In an effort to educate the public and enlist their support, many police departments have turned to the mass media for assistance.

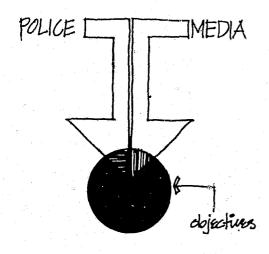
The press, radio and television are the most efficient means available for communicating with large number of people in a relatively short period of time. But the media alone cannot be expected to satisfactorily educate the public, or to enlist their full participation in reducing crime. Feature articles, interviews, documentary films, and spot announcements appearing in the media cannot substitute for direct, face-to-face contact between the police and the people they serve. Mobilizing the population to reduce crime requires a well-planned campaign of public appearances by professional law enforcement officers, as well as educational exhibits in libraries, schools, shopping centers, and other public buildings.

One of the most important functions of a Community Police Station should be to serve as a base of operation for informing the public about the ways they can contribute to the reduction of opportunities for crime in their neighborhoods and at their places of business. Two components of the Community Police Station should be specifically designed to accommodate public information activities. The lobby/reception area should include sufficient space for display panels for exhibits, and racks for brochures. This part of the building should provide an ideal

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setting for presenting materials prepared by the department's office of public information.

The second component of the Community Police Station to be designed for use in public information activities is the classroom. This component should normally be located near the public entrance of the building so that it can provide a convenient site for meetings with citizens' groups.

Every available means must be used to help the public understand that the police cannot be expected to significantly reduce crime and delinquency without active citizen support and cooperation. Eventually, the public should come to see the policeman as a resource person available for advice about and assistance in reducing the opportunities for crime in the community.

- 1. To establish a close working relation—
 ship between the police department and
 representatives of the mass media. The
 relationship between the police and professional journalists is a reciprocal one.
 Journalists rely on the police department
 for much of the information they need to
 accurately report crime-related news. A
 police department, in turn, is dependent
 on the press, TV, and radio for effective
 communications with the people they
 serve. Therefore, it is essential that
 policies and procedures be developed
 that will enable both the police and the
 media to accomplish their objectives.
- 2. To overcome public apathy and to involve citizens in an active campaign of crime prevention. A public information program is intended to produce a general awareness of the citizen's responsibility for eliminating conditions that encourage criminal or antisocial behavior

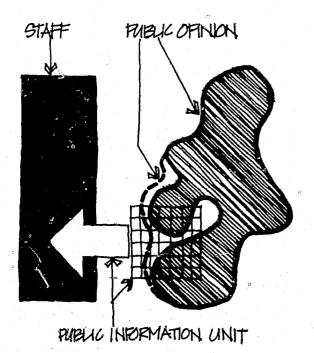
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in the community. The program is also intended to inform the public of the specific actions that can be taken to reduce the incidence of crime and delinquency.

- 3. To keep the public informed about new law enforcement programs in the community. Many programs instituted by police departments are directly contingent on public understanding and support for their success. In order to obtain the full cooperation of the public, it is essential that departments conduct a wide range of educational and informational programs. The objective of a public information program is to enable police agencies to best utilize the mass media.
- 4. To keep staff members appraised of public expectations and evaluations of police operations. For them to maintain a close working relationship with the public they serve, it is essential that police departments be alert to significant shifts in public opinion. Therefore, a public information unit should frequently conduct surveys designed to measure public opinion. The unit should provide law enforcement policy-makers with regular briefings about public attitudes toward police operations in the community.
- 5. To maintain a positive image of professional law enforcement in the community. The public information unit should employ every means available to overcome negative images of law enforcement and to encourage pride and confidence in the police. It is essential that all segments of the population feel that they are being served by an exceptionally modern and effective law enforcement organization. The public should be made aware of the steps being taken to improve the quality of law enforcement officers and operations.



programs

program description

6. To attract qualified young men and women into careers in law enforcement. The public information unit should work closely with the career development and recruitment staff in publicizing the attractive features of a law enforcement career. (See program C 5s.) A variety of methods can be used to acquaint the community with the opportunities for professional advancement and meaningful public service available to members of the police department.

Numerous methods can be used by law enforcement agencies to establish and maintain effective channels of communication with the public. Because various segments of the population tend to be more responsive to certain types of communication than they are to others, every effort should be made to use a wide variety of methods. The following is a partial list of the methods commonly used by police departments to build public support for their programs, and to enlist citizen cooperation in crime prevention activities:

Press Conferences—One of the most effective means of communicating with the public is by conducting regular briefings for members of the local press. Press conferences are used to provide journalists with accurate and timely information about current police operations. When there is sufficient time, a well-written summary statement can be distributed to reporters at each briefing. If a significant proportion of the local population does not speak English, translations of all important press releases should also be distributed. It may also be appropriate to have an interpreter present at all press conferences attended by representatives of foreign language newspapers and radio stations. Regular press conferences should also be held for reporters from high school and college newspapers.

public information

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It is important for the media liaison officer to be alert to the deadlines and
time restrictions under which reporters
are working and to make every effort to
provide information prior to "press time."
A principal objective of the public information unit should be to assure that the
representatives of all newspapers and of
all radio and TV stations are given equal
access to police-related news stories.
One or more press rooms should normally
be maintained in the Administrative and
Technical Services Center for the convenience of the press.

Information Bulletins—The public information office should make a practice of issuing regular news bulletins for journalists preparing material for newspapers, radio, and TV. Many police departments have established a "hot line" for alerting radio stations in emergency situations. In this way, information about stolen automobiles, missing persons, or traffic tieups can be quickly transmitted to the public. A media liaison officer assists the police department in identifying ways in which the mass media can be used more effectively to assist in accomplishing law enforcement objectives.

By working with the crime analysis unit, the public information office can prepare monthly summaries of criminal activity throughout the area served by the police department. (See program C3s.) In this way citizens can be provided with up-to-date, factual information about crimitereds. This can be an extremely effective means of encouraging citizen participation in police programs designed to reduce crime and delinquency in the community.

<u>Feature Stories and Documentaries</u>—A public information office often has an opportunity to assist journalists in

developing material for use in feature articles or film documentaries on law enforcement problems. By maintaining an extensive file of photographs and film clips, the office will usually be in a position to provide appropriate graphic materials for use in these situations. A cordial working relationship with the press will make it possible for the public information office to use feature articles and television documentaries as effective means of communicating with the public.

Speaker's Bureau-Police departments often receive requests for public speakers from civic and professional organizations. The public information office should maintain a current listing of all members of the department who are effective public speakers. One of the principal functions of this program should be to provide relevant materials and otherwise help police officers to prepare speeches appropriate for particular audiences and occasions. If the department is introducing a new law enforcement program in the community, the information specialist should brief police officers before they speak to citizens' groups. In this way, every public speaking engagement can be used as an opportunity to familiarize the public with new police methods and objectives.

Exhibits and Displays—The public information office is responsible for developing graphic educational materials for use on bulletin boards and in various types of exhibits. As noted above, the lobby/reception area of a Community Police Station should normally contain display panels for presenting current law enforcement information to the public. The public information unit provides slides, posters, photographs, and other materials that are appropriate for this purpose.

public information

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In addition to supplying material for use in police station lobbies, the unit also prepares exhibits for display in libraries, shopping centers, schools, and other public areas. The production of graphic materials that are both attractive and informative is another important function of a comprehensive public information program.

Annual Open House—In addition to conducting routine guided tours of police facilities for interested groups of citizens, public information units usually organize an annual open house of all police stations in the system. Annual events of this nature provide unparalleled opportunities to educate the public and to gain their support for law enforcement programs.

Brochures—The preparation of graphic and written material for various informative pamphlets and leaflets is another important activity normally assigned to the public information unit.

The lobby/reception area of every Community Police Station should contain an attractive display rack for pamphlets and brochures of public interest. The public information officer is responsible for keeping these racks supplied with new materials.

Brochures or other handouts can also be useful to police officers asked to speak before community organizations. The educational impact of such appearances can be greatly enhanced if attractive, well-written materials summarizing the main points of the presentation can be distributed to the audience.

Annual Report—Many police departments have discovered that an annual report, summarizing their activities and accomplishments of the past year, is a highly

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effective way to make the public aware of the role of law enforcement in the community. The public information unit is normally responsible for gathering the material required for such a document from the other divisions of the department, and for editing the written materials that will be used.

Department Newsletter—A monthly publication distributed to all police department personnel and their families can be an extremely effective means of building morale and esprit de corps. The newsletter can also be sent to the mayor, the city council members, and other civic officials, as a way of keeping them informed about current police department activities.

In addition to conducting the programs outlined above, a public information office should sponsor regular media seminars. The purpose of these meetings is to acquaint police officials with the special problems of journalists and their editors, and to foster a closer working relationship between the members of the press and the law enforcement community.

Public information officers should also be responsible for conducting in-service training classes for all police officers. Instruction should be provided concerning the proper methods of dealing with the press. Departmental regulations about the release of various types of information to the press should also be reviewed in these classes.

program implementation

The initial step in the development of a public information unit is the formulation of a clear set of objectives specifying the contributions that the program will be expected to make to various police operations. The goals of the program should be carefully defined and agreed

public information

upon before any action is take to establish such a unit as a permanent component of a law enforcement system.

Personnel Requirements—The director of a public information program should have considerable experience in journalism, as well as a background in law enforcement. He must have a clear understanding of both the requirements of the media and of the objectives of modern police operations.

A public information program will require the services of an exceptionally competent writer. The person assigned to the public information unit as a staff writer must be able to prepare news bulletins in normal journalistic style.

If the unit is expected to produce elaborate displays and exhibits, its staff should also include a talented artist experienced in layout and graphic design.

Policy Development—An important preliminary task for the staff of a public information program is to review and revise all department policies on relations with the mass media. In conducting this review, the program staff should work closely with the department's legal advisor. (See program C 2s.) Policies should be developed that provide adequate protect tion for the rights of the accused, and of all other persons in police custody. Media policies should also protect the rights and respect the human dignity of the victims of crimes. Special regulations about the release of information on juvenile suspects and victims must also be developed.

Policies concerning the release of information to journalists should be carefully formulated so as to assure the fair treatment of all newspapers and radio and atelevision stations in the area. As noted

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above, special consideration should be given to foreign language newspapers and radio stations. If the police department serves a large number of non-English speaking citizens, the public information unit may require the services of a full-time translator/interpreter.

Facility Requirements - The facilities provided for a public information program will normally be located in an Administrative and Technical Services Center. They should be near the office of the director or chief of police.

The facilities for a comprehensive public information program should include the following components:

- One or more small rooms for the use of reporters
- A large briefing room
- A room for duplicating equipment
- An office for staff writers and editors
- A workshop for the construction of exhibits and displays

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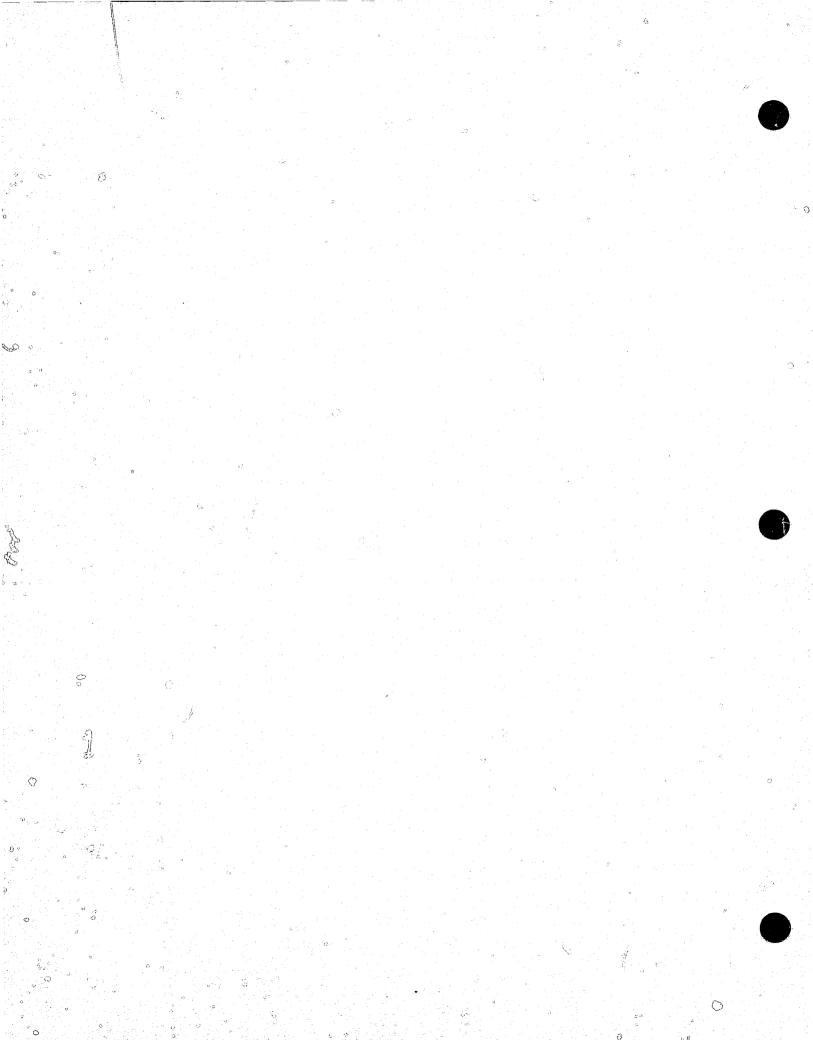
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public information

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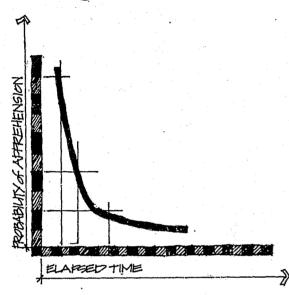
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complaint reception C

background



A rapid response capability is essential to the accomplishment of many law enforcement objectives. Success in apprehending criminal suspects is often directly related to the length of time required for police units to arrive at the scene of a crime. With each passing minute after a crime has been committed the chances of apprehension decrease significantly. For this reason it is essential for all police departments to develop efficient systems for receiving reports of crimes and for transmitting this information to officers in the field. Delays in receiving and processing this kind of information must be reduced to a minimum.

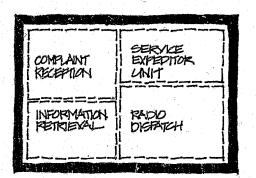
Fublic confidence in a police department is strongly influenced by the speed and efficiency with which the department is able to respond to calls for assistance. A high level of cooperation between the police and the community served can rarely be sustained in the absence of a fast and reliable response capability. When a department is considered sluggish and inefficient in responding to calls for emergency assistance, people become more reluctant to report incidents of crime. Under these circumstances the proportion of crimes brought to the attention of the police steadily declines. sequently, those who might be inclined to commit crimes are less likely to consider the possibility of apprehension. Rapid police response, on the other hand, serves as Ja significant deterrent to crime.

Drograms Programs

A phone call requesting assistance in an emergency may often be the first direct contact many citizens have had with their local police department or sheriff's office. The manner in which the call is received and the response that follows will usually make a lasting impression on the person. Thus it is of the utmost importance for a police department to develop effective procedures for receiving all incoming phone calls.

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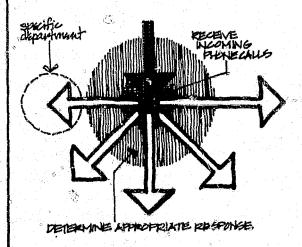
communications system



A modern police communications system consists of four major components:

- Complaint Reception
- Service Expeditor Unit
- Information Retrieval
- Radio Dispatch

Each of these four programs plays an important role in enabling a police department to achieve the objectives outlined above. Before turning to a detailed description of the complaint reception program, it will be helpful to have an overview of the entire system and of the functional relationships between the various components.



Complaint Reception: Personnel conducting a complaint reception program are primarily concerned with answering incoming phone calls and determining the most appropriate response for these calls. An efficient and well-trained police telephone operator can handle many of the requests for assistance or information as they are received, without involving other units. In some cases the operator can transfer a call directly to a staff officer within the department who can provide the particular type of police service that is required.

complaint reception C

Service Expeditor Unit: When the operator who has received a call determines. that it will probably not be necessary to dispatch a police officer to the scene of an incident, he may decide to transfer the call to the special service expeditor unit. This type of program is staffed by officers or civilians who have been specially trained to provide a broad range of police services by telephone. In many respects the function of the service expeditor unit is identical to that of patrol units in the field. This program has the added advantage of enabling departments to make more efficient use of limited manpower resources. An expeditor may handle five or six calls for service in the time required for a patrolman to respond to a single call. Some police departments have found that up to one third of the calls traditionally handled by dispatching a patrol unit can be more effectively handled by telephone. detailed description of the service ex-

Radio Dispatch: The third major element in a police communications system is the radio dispatch unit. The principal task of this component is to transmit operational information to units in the field. The dispatching program also provides coordination between two or more field units engaged in a single operation.

peditor program, see C 2a.)

When a complaint reception operator determines that a patrol unit is needed in response to a request for police assistance, he relays this information to a dispatcher. It is the dispatcher's responsibility to select the appropriate field unit and to transmit all available information which might be helpful to the officers responding to the call.

Programs ans (See C 3a for a detailed description of the radio dispatch program.)

Information Retrieval: An increasing amount of data is available to police departments for use in conducting operations. Information on criminal suspects, stolen automobiles, missing persons, and other subjects can be obtained through the interstate Law Enforcement Teletypewriter Service, the National Crime Information Center, and other data banks. In addition, many police departments are developing an expanded criminal identification capability which will enable them to rapidly retrieve information on crimes and suspects from their own files. Much of this information is needed by field units responding to calls for assistance. An information retrieval program functions to make this data available as rapidly as possible. This component of the communications system is described in conjunction with the radio dispatch program (see C 3a).

The functional relationships between the various components of a police communications system are illustrated in the chart on the following page. As indicated in this diagram, a computer can play a vital role in linking the major elements in a communications center. Computer applications will be described in connection with each of the communications programs. However, the availability of a computer is not essential in conducting an efficient communications program.

program objectives

Rapid response to all incoming phone calls:
The main objective of a complaint reception program is to ensure that all requests for police service, received by phone, are responded to as promptly and efficiently as possible. Except in times of extreme emergency, when a police department might be flooded with incoming phone calls, no

CITIZEN INMATES GALL 10 DEPORTMENT max. delay 10 20 30 max.

call should go unanswered for more than thirty seconds. Procedures must be developed enabling a department to answer phone calls and to initiate an appropriate response immediately after the first ring. When it has been determined that the request is of an emergency nature (e.g., crime in progress) the message should begin to be transmitted to field units in no more than sixty seconds. This capability is essential if a law enforcement system is to achieve its objective of rapid response to crimes in progress and other emergencies.

In the case of non-emergency calls for police assistance quick response is also highly desirable. Generally, when a person contacts the police, he feels that his situation is an "emergency." Although the rapid response of field units may not be required, a prompt and courteous reply to the phone call is usually expected. Because it is impossible to discriminate effectively between incoming calls reporting crimes in progress and those concerning other types of emergencies, all calls should be answered immediately after the first ring. In the event that every available emergency phone circuit is in use, an automatic answering device might be employed. Such a device would be activated 🦠 immediately after the first ring and would inform the caller that he has reached the police department and that the call will be answered at the earliest possible moment. Other approaches to achieving this program objective are described below.

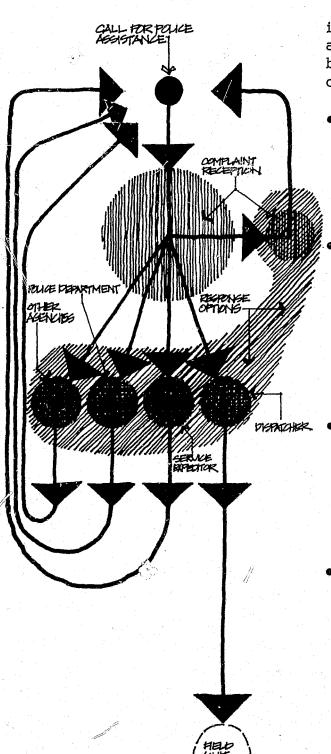
Efficient utilization of manpower re
sources: Another important objective of a complaint reception program is to assist the department in achieving the most effective utilization of its limited manpower resources. The first task of telephone operators in a police communications center is to evaluate all



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1.6 a citizen calls for service narcotics unit traffic bureau internal investigation juvenile unit missing persons detectives computerized information processing system specialists other agencies citizen radio operators field units communications process



incoming calls to determine the most appropriate response. There are five basic response categories from which operators may choose:

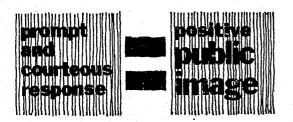
- Transfer the call to another agency.
 This is preferred whenever the service or information requested is available through a public or private agency other than the police department.
 - Transfer the call to an operational or staff unit within the police department. This is preferred in cases involving requests for services that are usually provided by specialized units in the department. Normally calls should be transferred to specific officers or staff members by name.
- Provide the information or assistance requested without transferring the call. Many calls can be handled courteously and effectively in thirty seconds or less if the telephone operators are well trained.
- Transfer the call to a service expeditor. As noted above, a large proportion of the calls received by a police department will not require the dispatch of a field unit. Service expeditors complete incident report forms by telephone and provide other types of assistance. One of their major functions is to recommend other agencies in the community that can more effectively provide the services required. Whereas complaint reception operators must generally limit conversations to one minute or less, service expeditors are prepared to engage in more extended

olice programs

conversations when necessary. (See C 2a.)

 Initiate the dispatch of a patrol car or other field unit. If the operator determines that none of the options outlined above is appropriate, the process that will result in the dispatch of one or more officers to the scene of the incident is initiated.

The skill with which the complaint receptionists analyze incoming calls and select the appropriate disposition for each one can have a major impact on the way in which a department's resources are used. The actions of the operators can also determine the speed with which various special units are activated in response to calls for police services. In selecting from among the five alternative responses outlined above, the operators play an important role in determining the work load of various staff and field units.



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Building public support and confidence in police services: Few factors are more critical in determining the effectiveness of law enforcement operations than the degree of public support and confidence that a police department enjoys. A prompt and courteous response by a complaint receptionist who is both efficient and well informed can be a significant factor in building a positive public image for a police department. As noted above, a phone call for police assistance may often be the only contact many people have with the local police department.

As the police departments seek to build a strong working relationship with the people they serve, they should make every effort to upgrade the quality of complaint reception programs. The department's emergency

complaint reception C

number should be widely publicized and the public should be encouraged to report incidents of crime promptly. The fact that complaint receptionists are on duty 24 hours a day, seven days a week, should also be stressed. Police departments are often flooded with calls on Monday mornings because people are not aware that complaint receptionists are on duty during the weekend.

program implementation

A complaint reception program should be developed in conjunction with a complete communications center. In a large system, a full-time supervisor may be assigned to coordinate the operations of this program. In the case of a smaller system, the program will be under the direct control of the commander of the communications center.

The first step in implementation should be to select the senior staff person who will be in charge of the program. In a small independent police organization, the officer in charge of the complaint reception program may be the chief of police or his administrative assistant.

The person in charge of the program should seek to determine the number of operators required to develop a highspeed telephone response capability on a 24-hour basis. This may require a survey of incoming calls that will provide data on the frequency and character of the calls currently being received. Having determined the number of people that will be involved in conducting the program, the person in charge should next develop an organizational or staffing plan. Job descriptions should be written and the basic qualifications for operators and supervisors determined. This plan will establish the

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initial organizational structure of the program.

At this point, an effort should also be made to develop estimates of future staff requirements. These estimates should reflect population growth trends and anticipated increases in demands for police services. Projections will be important in planning equipment and facility requirements during later stages of the program development process.

The next step in implementing a complaint reception program will be to formulate basic operational procedures and policies. This should result in a written policy manual to be used by persons conducting the program.

Records of incoming calls for information and assistance are essential in conducting operations research. Therefore, procedures must be developed enabling operators to record data pertaining to each call quickly and with a minimum of effort. The format for the records that will be used should be determined and instructions for using them prepared.

Many of the calls received by the complaint receptionist will be transferred immediately to service expeditors or other members of the department. Procedures for making these transfers should be worked out in detail. It is important for this type of transfer to be executed in a way that does not offend the caller.

In response to many other calls the operator will be required to gather all of the information needed to dispatch a field unit efficiently. Policies concerning the circumstances under which a patrol unit will be sent in response to a call should be established. Information provided by the caller must be accurately recorded

complaint reception C

and relayed to the appropriate radio dispatcher. This process becomes more complicated when several dispatchers are on duty, each coordinating field units in a different part of the city.

One of the most efficient methods of transferring data from the telephone receptionist to the radio dispatcher is by means of computer terminals. The name of the complainant together with information concerning the location and nature of the incident is first entered into the computer by the complaint receptionist. The computer can then be programmed to select the appropriate dispatcher depending on the location of the incident. The dispatcher then automatically receives this data by means of a computer terminal located at his console. As further information concerning the incident becomes available, it can be entered into the computer by the complaint receptionist and relayed to the dispatcher.

An alternative method of transferring data from the complaint receptionist to the dispatcher involves using an automated card transmittal system. In this system, which is widely used by police departments in the United States, information is entered on a card that is placed on a conveyor belt track. Unlike the computer based system, it does not permit operational data to be continuously entered into an information storage and retrieval system.

Having determined the organizational structure and procedures to be followed in conduct. If the program, a recruitment and training process should be initiated. Departments serving non-English speaking minority groups should recruit an appropriate number of bilingual operators for the complaint reception program.

programs

Candidates selected for the program must be given extensive training before they begin their duties. A continuous program of in-service training should be conducted. Training for complaint receptionists should include the following elements:

- Instruction in effective telephone manners. The selection process should include at least one telephone interview and an operator should be chosen on the basis of his or her telephone manner. However, all of the people selected must be given additional training in this vital skill. It may be possible for the police department to enter into an agreement with the personnel division of an airline to provide training in telephone procedures comparable to that given to reservation sales agents.
- Instruction in police department operations. The complaint receptionists must be familiar with the programs currently conducted by the department because they will often be required to refer callers to other units. Each operator must be thoroughly briefed by the commanders of the units to which calls may be referred. It is particularly important for complaint receptionists to understand the operational procedures followed by field units. This will enable them to gather information by phone that can assist officers when they arrive at the scene of an incident.
- Familiarization with the services available through other public and private agencies in the community. It may often be necessary to transfer calls to some more appropriate

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agency than the police department. Therefore, the complaint operators should be briefed by representatives of the major government and private service agencies in the community.

Another important task in implementing a complaint reception program is selecting the equipment that will be required. The total number of telephone console units required should be determined. In order to assure that incoming calls will be routed directly to an open line, an automatic call distributor should be incorporated into the system.

If a computer based system is to be employed, the number of terminals should be determined. Operators must be trained to use this equipment with speed and accuracy. If a conveyor belt system is to be used for transferring information from the complaint receptionist to the radio dispatcher, this equipment must be selected and installed. Desks or other work surfaces and comfortable seating should be selected.

The final step in the implementation process involves the planning and design of the space in which the program will be conducted. The area should be sufficiently large to accommodate all of the work stations required by the program during the first fifteen years of its operation. Personnel projections based on estimates of the future volume of incoming calls will be needed in order to determine the space requirements for the program.

It is strongly recommended that this program be conducted in the same area used for service expeditor unit (see C 2a).

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Therefore, the space requirements for both programs should be determined simultaneously. The work area should be sufficiently large to accommodate comfortably all personnel employed in both the complaint reception and service expeditor programs.

The complaint reception work stations are an integral part of a communications center. In the event that a computer based system is employed, it will not be essential for the complaint reception area to be directly adjacent to the radio dispatch area. However, there are a number of reasons why these two facility components should be in close proximity:

- In the event the computer fails, information may have to be transferred from the complaint receptionists to the dispatchers by runners or messengers.
- The entire communications center should be located in the security core of the building. By placing these components close together they can share a common security system.
- Communications centers should be provided with staff lounge areas, locker space, and rest rooms. All of these auxiliary areas are shared by the complaint receptionists, service expeditors, information specialists, and radio operators. Therefore, whenever possible, their work areas should be clustered together.

conclusion

A complaint reception program is an essential component in a full service police communications center. The manpower and other resources required to establish and maintain such a program are not available to many small law enforcement agencies. Therefore, it is strongly recommended that smaller departments seek to develop this

complaint reception C

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and other basic communications programs in cooperation with other departments serving adjacent communities.

A communications center should normally be incorporated into an Administrative and Technical Service Center (see D 2f). This will make possible the elimination of the complaint reception and radio dispatching facilities from Community Police Stations which are served by an ATSC. There are a number of advantages to this Perhaps the most important arrangement. is the fact that Community Police Stations will not require the levels of security that have been needed in traditional police facilities. By eliminating all major communications installations from these facilities, the necessity for security is greatly reduced.

Another significant advantage is the fact that greater efficiency can be obtained through a central communications system serving a number of adjacent communities. A common emergency phone number can be used by all departments participating in the system. Interagency coordination in responding to calls for police assistance can be more easily achieved. By relieving smaller police departments of the burden of maintaining communications programs, significant economic advantages are realized. Costly duplications in equipment and trained personnel can usually be avoided.

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service expeditor

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background

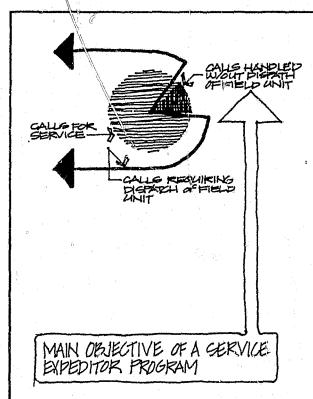
It is widely recognized that dispatching a patrol unit is not always the most effective way to respond to many of the calls received by a police department. Often the person making the call would prefer to talk with a police officer by telephone, thereby avoiding the inconvenience or possible embarrassment of having an officer come to the home. In other cases, the assistance called for can be quickly and effectively rendered by telephone.

For a variety of reasons, police departments have not always been able to take full advantage of this way of responding to calls. Recognizing the importance of keeping emergency phone lines open, complaint reception operators have been discouraged from engaging in extended conversations. Manpower limitations have precluded the practice of retaining personnel at a police headquarters for the purpose of responding to such calls. Police administrators have correctly perceived that it is generally better to assign all available manpower to field units so that they will be in the best possible position to respond to emergencies. Therefore, most police departments have adopted a policy of responding to most calls for assistance by dispatching a patrol unit.

However, in recent years many police departments serving large metropolitan areas have begun to handle more calls without dispatching field units. The Detroit Police Department routinely

Drograms

police



program objectives

handles more than 30% of its calls for service without dispatching a patrol car. The St. Louis Police Department is able to respond to approximately 20% of the calls it receives without sending a field unit to investigate.

The main objective of a service expeditor program is to provide a viable alternative to dispatching a patrol car each time a call for police assistance is received. A service expeditor unit is one of the major components of a law enforcement communications system. Other components include complaint reception operators (see C la), radio dispatchers (see C 3a), and information specialists. Together, these elements provide a police department with a highly efficient communications response capability.

When a complaint reception operator recognizes that a request for service is unlikely to require dispatching a patrol unit, the call can be transferred to a service expeditor. The expeditor then proceeds to handle the call in much the same way a patrolman might respond. If an incident report is to be filed, he obtains the information needed to complete the form. If referral to another agency is appropriate, the expeditor advises the caller concerning the services available and the procedure for obtaining those services. A program of this nature has four major objectives:

To avoid dispatching patrol units when the presence of a police officer is not required. The ability to handle a large number of calls for assistance without dispatching field units will result in a substantial savings of manpower. Officers in the field will thus be freed to investigate

service expeditor

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crimes more thoroughly and to respond with greater speed to emergency calls for service.

- Providing more efficient response to requests for information and assistance. The availability of service expeditors enables a police agency to respond to many calls for assistance almost instantaneously. Rather than waiting for the arrival of a patrol unit, the caller is able to make his report immediately. This arrangement will often be more satisfactory to the caller. People are more likely to contact the police from their jobs if the matter can be handled by telephone. This encourages the public to report crimes or dangerous situations.
- To reduce the load on incoming emergency phone lines. Complaint reception operators should normally try to complete all transactions in less than a minute. In this way they are more likely to be available to respond to calls for emergency assistance. When the operator recognizes that an extended conversation may be required in order to provide the necessary assistance, he can transfer the call to a service expeditor. This transfer must be handled promptly and courteously. Delays should be avoided, whenever possible, and only under the most extreme circumstances should the caller be told that his call will be returned at a later time. The service expeditor should always be introduced to the caller by name.
- To provide a convenient source of emergency information. In most communities, a police department is one of the few agencies which operates on a

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24-hour basis, seven days a week. Thus, people often turn to the police for emergency assistance when the services of other agencies are not available. A highly trained staff of service expeditors can provide information and other assistance to people in distress at times when other service agencies are not open. A program of this nature can make a substantial contribution to building a strong public image for the police department.

program implementation

The selection of a program coordinator is generally the first step in establishing a service expeditor unit. In most cases, the coordinator should be the officer in charge of the complaint reception program. In relatively small systems both of these programs will probably be under the direct control of the commander of the communications center.

The person selected to coordinate the program should begin by developing a set of policies and procedural guidelines. These statements should be included in an operations manual that will be used in training the staff for the program.

The policy manual should describe the general types of calls that will be referred to the service expeditors. It should outline the types of action that will be appropriate in response to each type of call.

One of the options for the service expeditor is to initiate the dispatch of a field unit. Thus, the officers or civilians assigned to this program will be involved in the transfer of information to the radio dispatch unit. The procedures for making these transfers should be carefully planned.

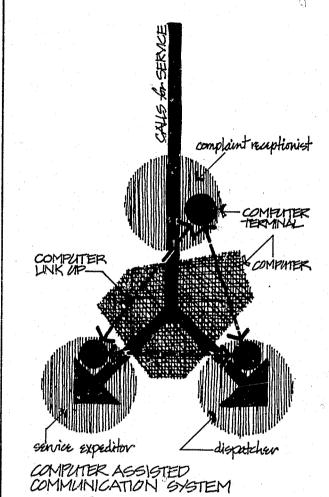
service expeditor

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It is highly desirable for service expeditors to be able to function as complaint reception operators. This will give the communications center a greatly expanded emergency response capability. If this policy is adopted, the work stations for the service expeditors and the complaint reception operators should be equipped identically.

In a computer assisted system all service expeditor positions should be equipped with terminals. This equipment provides the link between the expeditors and other elements in the system.

Having developed the basic procedures to be followed in conducting the program, the coordinator should next determine the optimal size and organizational structure for the unit. A survey should be conducted in order to determine the volume of calls that can be expected on various days of the week and during each of the three shifts. The average amount of time required to respond to each type of call should be calculated. This data will enable the program coordinator to develop an accurate estimate of manpower requirements. An effort should also be made to develop projections of future demands for service expeditor response. Based on population trends and expected increases in demands for police services, a fifteen year program project should be prepared. This data will be critical later in the planning process when facility requirements are determined.

Qualifications for service expeditors should be considered and a basic job description prepared. Police departments serving communities with large

minority populations for whom English is a second language will require bilingual personnel in conducting a program of this nature. If the complaint reception and service expeditor positions are to be interchangable, identical qualifications should be established for persons assigned to either program.

Recruitment and training of potential program staff members is the next stage in the implementation process. The selection process should include at least one interview by phone for the purpose of evaluating the applicant's telephone manner.

As in the case of training provided for complaint receptionists (see & la), it is recommended that a series of classes be conducted by an instructor who is normally employed in training airline reservation sales agents. Because service expeditors often function as would an officer in the field, they must be thoroughly briefed in the procedures for completing incident report forms.

The selection and installation of telephone consoles, computer terminals, and other equipment used in conjunction with the program is the next phase of the implementation process. The data obtained from the survey described above should be used in determining the amount of equipment required to provide an optimal response capability. All persons selected to participate in the program must be trained to use effectively each item of equipment.

The final planning phase in implementing a service expeditor program involves the design of the operational area in which it will be conducted. Whenever possible, a fifteen year personnel projection should be used in determining the overall space requirements for the program.

service expeditor

Normally, the work stations for service expeditors should be located in the facility component used by the complaint reception operators. As noted above, an arrangement that allows service expeditors to function as complaint reception operators in emergency situations is highly desirable.

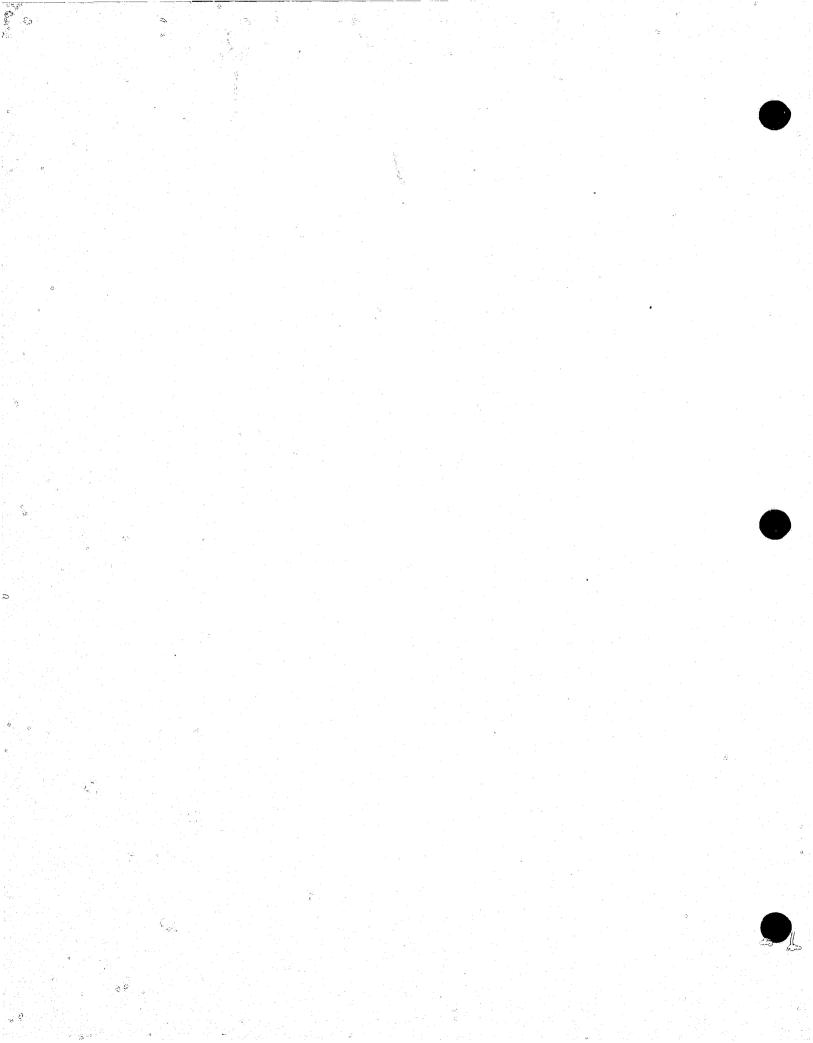
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dispatching

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background

One of the characteristic features of modern law enforcement is the extensive use of mobile field units. Police vehicles are normally deployed in widely scattered areas throughout a city or county. In order to respond with the necessary speed in the event of an emergency, officers in the field must be in constant radio contact with a central dispatching office.

When a call is received notifying the police of an emergency situation, this information must be quickly processed and made available to patrol units near the scene of the crime or accident. No more than sixty seconds should elapse between the time a request for emergency assistance is received by phone and the nearest available patrol unit is contacted. If this goal is to be achieved, police departments must develop highly efficient communications systems. All of the equipment used in the communications process must be maintained in a state of constant operational readiness.

program description

A dispatching program is one of the four major components in a police communications center. The other elements are a complaint reception program, a service expeditor unit, and information specialists. All of these components must be integrated into an efficient system for receiving and processing calls for police assistance.

Most police operations begin when a phone call is received requesting some form of service. If a complaint reception operator determines that the presence of

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an officer is probably required, he then relays this information to a dispatcher who is in radio contact with field units near the scene of the incident. (For a description of the other options available to the complaint receptionist, see C la.)

The transfer of information between the complaint reception operator and the radio dispatcher can be accomplished in one of three basic ways. In the case of a small twoman operation, the operator can simply hand the dispatcher a card containing all of the necessary information needed to dispatch the field unit.

As the number of telephone operators increases more space will be required and a more efficient method of transferring information within the communications center must be developed. One method commonly used is to place cards on a conveyor belt that runs between the complaint receptionist and the dispatcher's console. Cards used in this process can be color coded to indicate the priority level of the request. A separate conveyor belt track is used for each dispatcher and the complaint receptionist selects the appropriate radio operator depending on the area of the county from which the request is received.

On receiving a dispatch card from the complaint reception unit, the dispatcher scans the status board to determine the nearest available unit. He then establishes radio contact with the selected patrol unit and transmits the necessary information. If additional information becomes available, the complaint receptionist can relay this information to the dispatcher either by means of the conveyor belt card carrier or over an intercom system.

A far more efficient system for the rapid transfer of information from one part of a communications center to another involves the use of a computer. In this system each

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complaint receptionist and radio dispatcher is equipped with a cathode-ray tube, (CRT), computer terminal. Dispatching consoles should also include a teletype-writer terminal.

When a request for police assistance is received, the location and nature of the incident is entered into a CRT computer terminal. The computer can be programmed to add a control number, time-date group, district and beat designation, as well as the call numbers of available field units. All of this data is instantly printed out at the radio console serving the selected field units. As further information becomes available the complaint operator can make further entries into the computer. All of this additional information will be simultaneously displayed on the CRT terminal at the appropriate dispatcher's console.

Regardless of the system used for recording and relaying information within a communications center, it is important that much of this data be retained for future use. Information pertaining to specific calls for service will be needed by those who later complete the incident report forms. Data concerning the time, location, and nature of incidents is vital to the success of a crime analysis program. (See Program C 3s.) The communications center is also a prime source of much of the data used in operations research. (See Program C 1s.)

Therefore, it is essential for much of the information that is available to complaint reception operators and radio dispatchers to be entered into an efficient data retrieval system. The following items of information should be made available for rapid retrieval:

Date and time initial call was received

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- Nature of the incident as reported by the caller
- Location of the incident (street address, map coordinator, beat designation, census tract, etc.)
- Complaint receptionist's response (referred to service expeditor, dispatch initiated, etc.)
- Field units assigned to respond
- Time of initial radio contact with field unit
- Time of arrival at the scene by first field unit
- Nature of the incident as reported by the officer assigned
- Time the field unit was reported back in service

The most efficient method of recording this type of operational data involves the use of computer terminals installed at all telephone and radio consoles within the communications center. This provides an online computer capability that will permit all data to be entered directly into an information storage and retrieval system.

An alternative and less costly system involves the transfer of data from the cards used in the communications center to computer tape at a later time. This method is normally used when a conveyor belt card transfer system connects complaint receptionists and radio dispatchers. All of the cards used during a single shift are given to a computer terminal operator for input into the storage and retrieval system.

In a non-computerized system, data on calls for service and cars dispatched should be

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placed on cards that can be manually sorted and arranged for purposes of crime analysis and operations research.

With each passing year an increasing a-mount of information is available through criminal justice data banks. This can be extremely useful in the conduct of law enforcement operations. The following types of data are now routinely available through regional, state, and federal information systems:

- Descriptions of wanted persons
- Data on criminal convictions, parole status, penitentiary releases, and vital criminal record information
- Description of stolen vehicles and other property

One of the principal functions of the radio dispatcher is to obtain this data, as needed, and to relay the information to field units. In many situations information available through various sources will alert an officer to potential dangers involved in responding to particular incidents (e.g., identification of persons known to be armed).

In the operation of most communications centers it will be advisable to assign an information specialist to assist the radio dispatchers in obtaining information from various criminal justice data sources. If the volume of incoming requests for identification checks is sufficient, a separate radio channel can be used for this purpose. Under these circumstances, the information specialist's work position should be equipped with a transmitter/receiver console. This will enable him to respond directly to requests for identification checks and criminal history information.

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program implementation

Because of the important role that radio communications play in modern police operations, most departments have established some form of dispatching program. Therefore, the formulation of an implementation plan should normally begin with a thorough analysis of the existing program. The following criteria can be used in evaluating dispatching operations:

- Is a radio operator available to support field units on a 24-hour basis?
- Are there sufficient radio channels, transmitters, and licensed operators to respond to the normal flow of radio traffic during peak periods?
- Do the dispatchers have immediate access to terminals for LETS, NCIC, and other criminal justice data banks?
- Is the volume of requests for identification checks and criminal histories sufficient to warrant the services of an information specialist to assist the dispatchers?
- Does the frequency of incoming phone calls received during peak periods warrant the services of a full-time complaint receptionist?

A survey of the current operations of the communications center should be conducted in order to gather sufficient data to answer the questions outlined above. (For guidance in developing a survey of this nature see section A 14.)

In many situations several police departments may find a joint agreement for the development of an inter-agency communications center to be advantageous. The feasibility of this approach should always be explored prior to developing plans for

dispatching

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the expansion and upgrading of a communications systems.

A communications center, operating in support of field units from two or more police agencies, is often the first element to be developed within an Administrative and Technical Services Center. (See Section B 8 and D 2f for a discussion of the ATSC concept.) A number of other technical support programs which can be subsequently developed are operationally dependent on the complaint reception and radio dispatching programs. A planning and research program serving two or more police departments will normally require operational data that could be obtained through an interagency communications center serving those same departments. (See Section C 1s.)

There are three major advantages associated with the development of an interagency communications center. The first advantage is the increased security that can be provided. By removing all communications equipment and personnel from community police stations these facilities are made less vulnerable to sabotage. Unlike community police stations which require a high degree of visibility and public accessibility, an ATSC can be developed in more secure location. Public access to an ATSC can be highly restricted.

A second advantage to placing a communications center in an interagency technical support facility lies in the overall efficiency of the operation. The greater scale of the center, in comparison to the smaller units that would be maintained in separate police departments, will result in more division of labor.

The complaint reception and radio dispatching functions can usually be separated. In addition, the maintenance of

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separate service expeditor (see C 2a) and information specialist operation may be possible.

A third benefit derived from maintaining an interagency communications center is the achievement of a higher degree of coordination between patrol units from police departments serving adjacent communities. Joint operations can be more effectively conducted when communications are channeled through a single coordinating center.

Thus, the issue of whether to maintain an independent dispatching and communications capability or to cooperate with other agencies in developing a combined center must be resolved prior to beginning the implementation process.

Selecting a director: The first step in the implementation process should be to designate a person to be in charge of establishing the program and coordinating its future operations. In a relatively small system this person might be the director of the entire communications center. In a more complex system, the dispatching program might be under the supervision of a separate officer.

Establishing policies and procedures: Research should be undertaken to determine the most efficient method of conducting the dispatching program. This research should result in a detailed procedures manual describing the way the program will be conducted.

The dispatchers may have direct access to terminals linking the communications center to various criminal justice data banks or they may be assisted by an information specialist. In either event a detailed policy must be written limiting access to criminal history and identification data. The officer-in-charge should be assisted by a departmental legal advisor in preparing this portion

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of the procedures manual. (For a discussion of the Legal Advisor Program see section C 2s.) One method commonly used in limiting access to criminal histories is to program the computers to print out only limited types of information.

Once the operations manual has been developed it will be used as a textbook in training dispatchers and other comunications center personnel.

Recruitment and training of staff: Persons selected to conduct dispatching operations should be licensed radio operators who are familiar with all aspects of police operations. In addition to instruction in the procedures contained in the operations manual, they should be given training in all types of routine field operations. All candidates must also become thoroughly familiar with the streets and other geographic features of the area for which they will be responsible.

Selection and purchase of equipment:
The assistance of electronics consultants should normally be obtained prior to selecting the equipment to be installed in the radio dispatch area. The items of equipment normally required in the dispatcher's work area include the following:

- Transmitter/Receiver consoles
- Multichannel logging tape devices for recording both dispatcher and field unit communications
- Automatic time indicators
- Data system terminals.

Systems that do not utilize computers in conjunction with their operations will

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also require some form of status/locator boards. These items should provide a visual display of the operational status and location of all units deployed in the field.

Dispatchers, information specialists, and others who will be involved in conducting this program must be trained in the operation of each piece of equipment. It is also important to arrange the radio consoles, teletypewriter terminals, and other major pieces of equipment so the physical motion on the part of the operators will be minimal.

Full-service communications centers should normally include a complete electronics maintenance shop. This component should be staffed by one or more technicians who have been trained to perform routine maintenance on all major items of equipment used in the center.

<u>Facility planning</u>: The final stage in the implementation process is to prepare the operational area and auxiliary facilities required for the program. Design criteria for the dispatching area should include the following elements:

- Security: A radio dispatching operation should be conducted within the security core of a police facility. A location below ground level is preferred. Windows should be eliminated if the area is located along an exterior surface.
- All power cables and antenna leads should be protected from possible sabotage or vandalism. The link between the dispatching area and the emergency power source should be highly secure. Normally, the emergency power generator should be located in an adjacent area within the security core.

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Access: The dispatching area should be immediately accessible from the emergency command and control center. It should also be located adjacent to a staff lounge equipped with rest rooms. In times of emergency the dispatching area may be occupied on a 24-hour basis. Therefore, it should contain provisions for food preparation.

The public should not be permitted to enter a police communications center under any circumstances. Dispatching areas should be equipped with large glass panels to be used by persons wishing to view the operation from the corridor.

- Acoustics: Teletypewriters and other noise generating equipment should be surrounded with material to absorb sound. The walls and ceilings of the dispatch area should be acoustically treated. Carpeting is recommended for the floors. However, in order to control static all carpeting installed in this area should be grounded.
- Lighting: The use of warm white, deluxe fluorescent tubes is recommended for general illumination throughout the communications center. This overall illumination should normally be supplemented by individual spot lighting to provide adequate light for radio consoles and other work stations.

In calculating the space requirements for the dispatching area a number of factors should be considered. Specification sheets provided by the manufacturer

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should be consulted to determine the space needed to install each major piece of equipment. Sufficient space must be allowed between consoles, teletypewriter terminals, and other items of equipment so that noise interference can be minimized.

Accurate estimates of the number of people who will occupy the dispatching area during peak operational periods must be developed. In addition to determining the number of dispatchers, information specialists, and others who will occupy the area at the time the facility is completed, estimates must also be prepared of the total number that will be assigned to the program ten years later. Personnel and equipment projections for at least ten years beyond the initial occupancy date are essential to the successful design of this and other components of the communications center.

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fingerprint analysis

The classification and analysis of fingerprints is one of the most valuable scientific tools available to modern law enforcement. Prints discovered at the scene of a crime can often be used to identify those present when the crime was committed. Fingerprints also provide a convenient means of determining who has handled weapons, burglary tools, forged documents, and other evidentiary materials. They are also extremely useful in verifying the identity of persons in police custody. Fingerprints have long been recognized as one of the most conclusive methods of positive identification.

The basic system used to classify fingerprints was developed in 1903 by Sir Edward Richard Henry. The various adaptations of the Henry System presently in use all involve the classification of prints into four major categories according to the patterns formed by loops, arches, and whorls. Individual prints can then be distinguished by counting the number of ridges between the core of the pattern and the outer terminus formed by the bifurcation of a ridge. The heart of an efficient fingerprint analysis program is a carefully classified file of ten-print identification cards. Each of the ten prints taken from an individual must be classified and coded separately. At present, this is an extremely time-consuming process, and it must be performed manually. But research is now underway that may even eventually lead to the automation of both initial classification and final comparison.

Another major challenge facing modern technology is to develop a more sophisticated system for classifying fingerprints able to retrieve a single ten-print identification card when only one print

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program objectives

is available. The data obtained from a single fingerprint allow an investigator using existing systems of classification to eliminate only about 63 percent of the ten-print cards on file in the average criminal identification bureau. Researchers are now attempting to develop a system that can code many additional characteristics of fingerprints. The proposed system will also be designed to facilitate the translation of fingerprint data into machine language for computer application. Development of such a system will greatly enhance the usefulness of fingerprints in law enforcement.

The principal objective of a fingerprint classification and analysis program is the rapid identification of probable suspects in criminal cases. Other important objectives include the following:

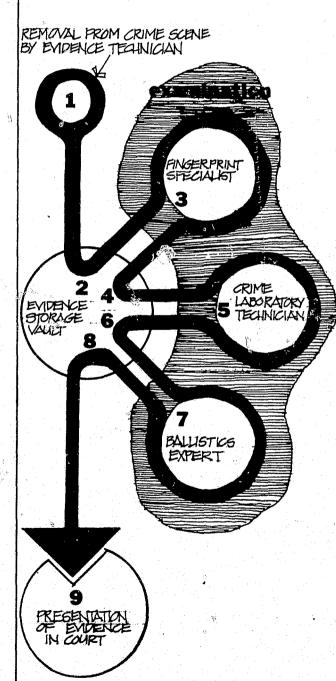
- To decrease reliance on the testimony of witnesses and on confessions in criminal proceedings
- To identify persons present when a crime was committed, and those who have handled evidentiary materials
- To verify the identification of persons in police custody
- To increase awareness of the value of scientific methods in criminal investigations.

program description

When a person is arrested on suspicion of having committed a serious crime, a complete set of singerprints is taken and placed on file. The ten-print identification card is a very important input to a fingerprint classification and analysis program. Before being entered in a data storage and retrieval system, each print must be systematically classified. Prints

fingerprint analysis

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contained on the ten-print identification cards are then available for comparison with prints discovered at the scene of a crime, or on objects connected with a crime. In order to facilitate comparison, all ten-print cards should be coded and entered into a storage system that will permit rapid retrieval. The development of microfilm storage and retrieval systems has rendered all manual systems obsolete.

If the same person is arrested and fingerprinted on subsequent occasions, the
identifying information he provides can
readily be verified by comparing his
prints with those previously taken. An
automated storage and retrieval system
enables fingerprint examiners to perform routine comparison of prints taken
during the booking process with those
already on file. In this way a law enforcement agency can be assured that
all data pertaining to a particular individual are filed under the same identifying code number.

A second major input to a fingerprint classification and analysis program are prints discovered during a criminal investigation. While it is extremely rare to discover a set of ten prints from the same individual at the scene of a crime, a careful examination of the surfaces and objects in the vicinity usually reveals the presence of numerous fingerprint fragments that can be used to demonstrate that certain individuals may have been present when the crime was committed.

Three basic types of fingerprints may be discovered on objects associated with a crime.

1. Visible prints (those which can be readily observed with the unaided

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- eye) may appear on glossy surfaces such as glass or plastic.
- 2. Plastic prints are formed when a person handles certain soft substances, such as mud or blood. This type of print is also easy to see. Both visible and plastic prints should be carefully photographed as soon as they are discovered. The photographic record can later be used for comparison with prints on file or for presentation in court.
- 3. Latent prints are formed on practically all types of surfaces brought into contact with a hand or foot. There are several ways to make latent prints visible enough to be photographed. The most common method is to dust the print with a powder that is sensitive to the secretions of the hand or foot. A number of powders in various colors are available for this purpose. Fingerprints on paper, wood and other porous surfaces normally require the use of silver nitrate, iodine, or some other reagent to become visible.

Prints discovered on counter tops, safes, and other large pieces of equipment are normally lifted by skilled evidence technicians at the scene of a crime. Prints on firearms, burglary tools, forged documents, and other smaller items of evidence can be brought to a fingerprint analysis laboratory for examination.

Most items of evidence collected in the course of a criminal investigation should be carefully packaged and held in a secure vault for examination by a fingerprint expert. (See program C7a.)

Evidentiary materials should only be handled by ballisticians or forensic

fingerprint analysis

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scientists after they have been examined by fingerprint experts.

Once the prints have been discovered and photographed, they must be systematically classified and examined for identifying characteristics. Because of the condition of most prints found at crime scenes and on objects handled by suspects, this is often an extremely difficult job. Latent prints are usually fragmentary. They may also be smudged or otherwise distorted. The problem is further complicated by the fact that it is often impossible to tell which of the ten fingers left the print in question. In spite of these limitations, a skilled fingerprint expert can often determine with a high degree of certainty whether or not the prints of a particular suspect match those found at the scene of a crime.

program implementation

Because of the costs involved, relatively few municipal police departments are in a position to establish and maintain a comprehensive fingerprint classification and analysis program. A program of this nature, with a staff of highly trained fingerprint specialists, equipped with the necessary scientific apparatus and an automated information storage and retrieval system, should normally support a law enforcement network of at least 400 sworn officers. In most situations, therefore, the cost of operating. a fingerprint classification and analysis program should be shared by a number of police agencies. Because of the functional interrelationships between this program and other technical support operations, it should be part of an Administrative and Technical Services Center.

The first step in establishing a fingerprint classification and analysis program is to select a program director.

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The person chosen should be an experienced latent print analyst. He should have several years of field experience in criminal investigation. A basic understanding of computer programming and of microfilm procedures is also desirable.

The initial task of the program director will be to prepare a detailed manual of procedures for the processing of finger-print records and evidentiary materials. The manual should define the responsibilities of detectives, evidence technicians, and all others involved in criminal investigation in the process of identifying and photographing visible and latent prints. The circumstances under which fingerprint experts ought to inspect the scene of a crime should also be specified.

Program policies concerning the handling of evidentiary material must be carefully formulated. Most firearms and other items of evidence will be examined by a latent print specialist before being sent to ballisticians or forensic scientists. For this reason, program procedures must be closely coordinated with operational guidelines in the following areas:

- Document identification
- Ballistics
- Evidence storage
- Crime laboratory

Policies must also be established concerning the fingerprinting of criminal suspects and the services to be provided to the criminal identification unit.

All program policies should be reviewed by the legal advisor to insure that the processing of evidentiary materials is fingerprint analysis C

DISCOVERY NO LIFTING OF AND LIFTING OF PRINTS AT THE CRIME SCENE RINTS FROM HINGERFRINTING EVIDENTIARY MATERIAL OF CRIMINAL SUSPECTS HUTOGRAPHING OF PRINTS CLASSIFICATION OF PRINTS classification COMPARISON WITH PRINTS ON FILE OF PERSONS GIVING JISMILAR HAMES IDENTIFICATION OF PERSONS WITH SIMILAR PRINTS comparison 8

programs

performed in a manner consistent with judicial requirements.

Before instituting the program, it will be necessary to conduct extensive training designed to familiarize criminal investigators, evidence technicians, and others with the aims and requirements of an efficient fingerprint classification and analysis operation. Those who will be expected to take prints from criminal suspects must be carefully trained in the proper techniques. The primary objective of the training phase of program implementation is to fully apprise the law enforcement community of the potential impact a modern fingerprint classification and analysis operation can have.

The program director should be given the major responsibility for determining what items of equipment will be necessary, and for preparing performance specifications for each piece of equipment. In general, the following types of equipment will be needed to support a comprehensive fingerprinting program:

- Comparison microscopes
- Fingerprint comparator
- Search magnifiers
- Photographic apparatus
- Low power microscope
- Fuming cabinet with heating element
- Solution atomizer
- Ridge counters and other basic support equipment
- Microfilmer

fingerprint analysis

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- Key punch machine
- Computer terminal
- Video display console

A final stage in the implementation of the program is the recruitment and preliminary training of key personnel. The following categories of program positions should be considered:

- Latent print experts
- Print classification specialists
- Microfilm operators
- Key punch and computer terminal operators
- Secretaries
- Clerks

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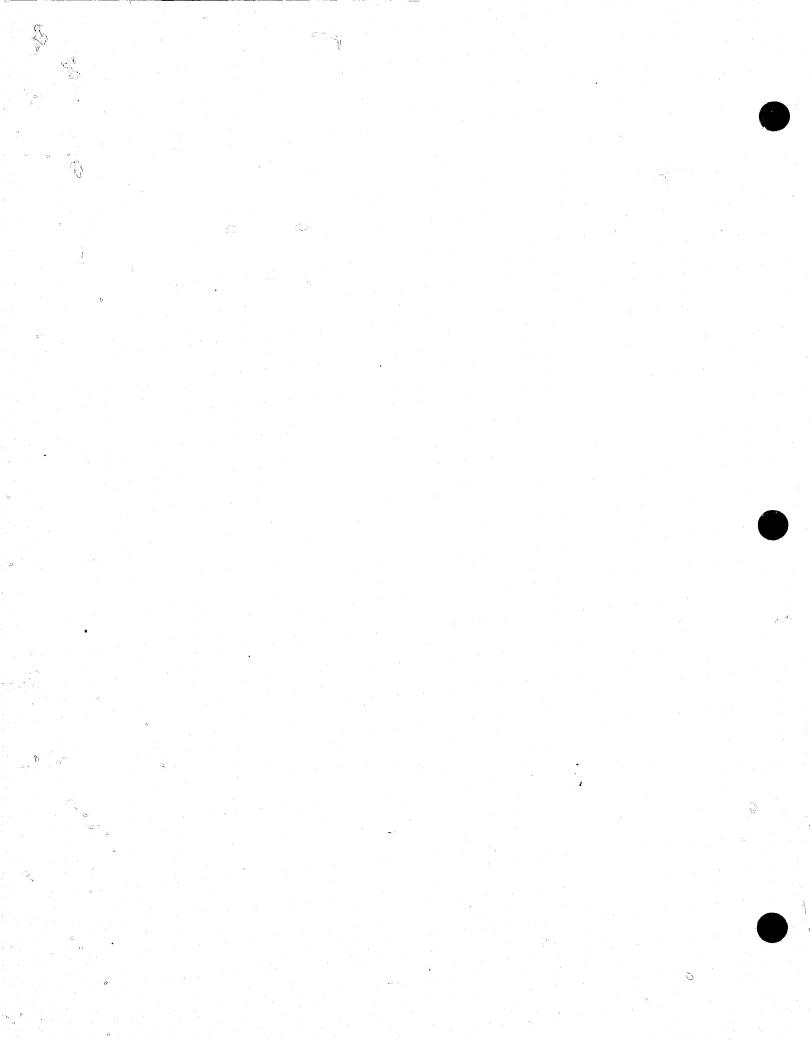
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ballistics

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program objectives

The main objective of a ballistics program is to make a variety of useful scientific techniques available to law enforcement officials, prosecutors, defense attorneys, and others involved in the criminal justice system. Developing a ballistics program is essential to reducing reliance on confessions and the testimony of witnesses in criminal proceedings.

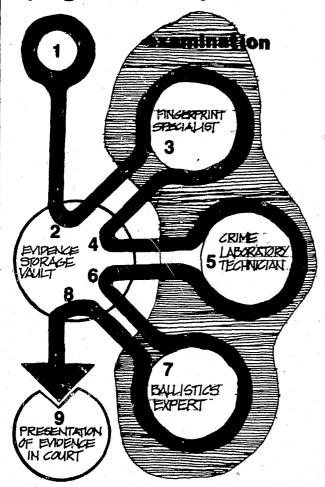
Another objective of the program is to develop a greater awareness among law enforcement officials of the potential of scientific methods in criminal investigation. In order to achieve this objective, ballistics experts conduct seminars and training programs and serve as technical consultants to all participants in the criminal justice system.

Ballistics is one of the most useful scientific techniques available to modern law enforcement. Conclusions reached by a ballistics expert are often invaluable in the criminal justice process, helping investigators to trace criminal suspects and to identify the weapons used to commit a crime.

By carefully examining bullet holes, powder traces, cartridges, and other objects found in the vicinity of a crime, the ballistician can often assist in the reconstruction of a criminal act. Microscopic examination of spent rounds may identify the type of weapon from which they were fired, and reveal the distinctive characteristics of the weapon. If a weapon is discovered, the ballistician can usually determine whether or not it was used in the crime being investigated.

Many of the techniques used in ballistics can be applied to the examination of burglary tools and other instruments used in committing crimes. Most tools leave distinctive marks and traces on the objects with which they come in contact.

program description



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Thus the work of the ballistics expert need not be limited to the examination of firearms and ammunition. Through microscopic analysis he can often provide positive identification of other implements used in crimes.

Conclusions reached by means of scientific ballistic tests are frequently invaluable in judicial proceedings. For this reason the ballistician is often called to appear as an expert witness in criminal cases.

program implementation

The frequency of criminal acts involving firearms is the most important criterion in determining the need for a ballistics program. But since the techniques and instruments used in a ballistics program can also be applied to the investigation of many crimes not involving firearms, this should not be the sole criterion employed. The incidence of the following types of criminal activity should also be considered in deciding whether or not to establish a ballistics program:

- Homicides and criminal assaults involving the use of metal objects and other similar weapons
- Burglaries in which punches, hammers, axes, pliers, screw drivers, chisels, wrenches or other tools were used
- Incidents of vandalism or sabotage involving the use of tools or other metal instruments

An experienced ballistician is normally able to perform examinations and complete technical reports for approximately 175 cases each year. This figure may not be reached immediately, since during the first two or three years of a ballistics program a large amount of time will probably be spent conducting classes for crim-

ballistics

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inal investigators and evidence technicians. Thus a system with an annual rate of one hundred or more cases requiring a ballistics examiner should consider establishing such a program.

The selection of staff members is an extremely important step in setting up a ballistics program. To be effective, a firearms examiner must have extensive experience with a wide variety of weapons. He should be a graduate of an accredited technical training program in this field. Several years of experience in criminal investigation is also highly desirable. Because they will often be required to testify in court as expert witnesses, persons selected for a ballistics program should be highly articulate. The ballistician of a law enforcement organization should also be unusually effective as an instructor.

A firearms examiner must be competent at all of the following technical procedures:

- Determination of the functional capabilities and limitations of all firearms to be presented as evidence in criminal cases
- Searching crime scenes for evidence that can be used to establish the trajectory of bullets, the distance from the victim at the time the weapon was fired, and the exact type of weapon used
- Microscopic analysis of bullets, cartridges, and other metal objects recovered at crime scenes or from autopsies
- Repair of inoperative weapons so that they can be fired for microscopic comparison of test bullets fired in the lab and

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bullets discovered during criminal investigations

 Preparation of exhibits for use in courtroom presentations and in law enforcement classes

The person selected to be the director of a ballistics program should be given the major responsibility for selecting technical apparatus. The following items of equipment are normally used in a ballistics program:

- Stainless steel recovery tank
- Micrometer microscope
- Comparison microscope
- Low-power microscope
- Balance and weights
- Etching reagents and apparatus

Before initiating a ballistics program, a detailed manual of procedures should be written. The procedures to be followed in the program should be designed to prevent the contamination or destruction of evidence while in police custody. They should also protect the chain of evidence by enabling the police to account for every person who has had access to a piece of evidence from the time it is removed from the scene of a crime to the time it is presented in court. Each person handling an item of evidence should be required to sign a control form. All policies should be carefully reviewed by a legal advisor. (See program C2s.)

All ballistics program policies on the handling of evidence should be consistent with those followed by the evidence custodians. (See program C7a.)

ballistics

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Many of the weapons, burglary tools and other materials examined by the ballistics expert will also be examined by other technical specialists. "Most should be examined for fingerprints before analysis by the firearms examiner. (See program C4a.) Some items should also be analyzed for the presence of hair, fibers, dirt, paint chips, and other residue. This part will normally be done by a forensic scientist. (See program C9a.) Procedures to be followed in transferring evidence from one unit to another should be carefully coordinated by representatives of all the programs involved. Firearms and all other items of evidence will normally be returned to the evidence cus todian when each technician has completed his examination.

An essential step in the implementation of a ballistics program is to acquire an extensive reference collection of firearms for use in comparisons. The firearms examiner will also require a small library of technical documents and specification sheets from various arms manufacturers.

In establishing a ballistics program, it will be extremely helpful if arrangements can be made for the firearms examiner to present testimony via closed circuit television. This will allow the ballistician to serve as an expert witness in criminal cases without leaving his work area. (See Program C9a for a discussion of CCTV linkage between the Administrative and Technical Services Center and the Courts.)

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evidence storage

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program objectives

An evidence storage program is intended to guarantee that physical evidence is preserved in its original condition. Besides protecting evidence from contamination and deterioration, the program is designed to control access to the material and to assure strict conformity to all legal requirements.

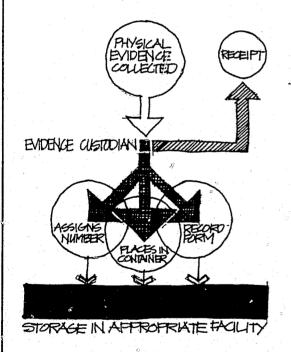
An important feature of the program is the maintenance of detailed records documenting the disposition of evidence from the time it enters the department's possession to the time it is used in Court or otherwise given up.

When items of physical evidence are collected in the process of investigating a crime, they are promptly delivered to the evidence custodian. The investigating officer or evidence technician is given a receipt for each item of evidence, and the material is prepared for deposit in a storage vault. Special facilities should be available to the evidence custodian for storing flammable, explosive, and perishable materials.

The officer in charge of the storage facility assigns each item an identifying number as he receives it, and places it in an appropriate container. A form is then prepared on which the signature of each person who handles the material will be recorded.

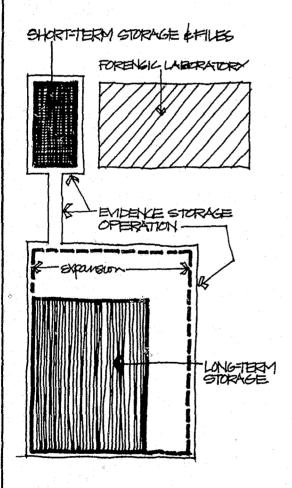
When evidence is received at the technical services center, it is normally examined by a forensic scientist to determine whether some form of laboratory analysis is appropriate. If further examination and analysis are indicated, the item is scheduled for assignment to a particular scientist or laboratory technician. The evidence custodian stores the item until it is needed in the laboratory.

program description



programs

program implementation



Persons selected to serve as evidence custodians should possess impeccable credentials of integrity and trustworthyness. From time to time, these individuals may be called on to testify in court concerning the manner in which evidence is managed while it is in the possession of the department. They must be experienced in the maintenance of precise, legible records.

Procedural guidelines should be developed to insure that the continuity of evidence is documented and that access to all evidence is limited to authorized persons. These procedures should be reviewed by the department's legal advisor. (See program C2s.)

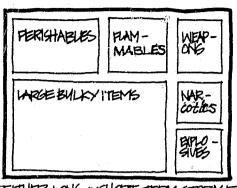
In most situations, it will be desirable to divide the evidence storage operation into two separate areas. One area would be designed to provide for the shortterm storage of evidence during initial processing and preparation for examination by the forensic laboratory staff. This facility component should be located adjacent to the laboratory. Evidence records should be typed and filed in this same area. A second space for the long-term storage of evidence could be located elsewhere in the building. This area should be large enough to accommodate all material being held pending the completion of court action. Longterm storage facilities can often be located in basement areas, conserving valuable work space on the upper floors of the building. Substantial space for expansion should be provided in this area.

Specific provision must be made in the design of both short-term and long-term storage areas for the following categories of material:

Weapons hand guns rifles and shotguns

evidence storage





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- Narcotics
- Perishables
- Flammables
- Explosives
- Large bulky items

In most situations it will not be practical to operate an evidence intake and processing facility on a 24-hour basis. If the program is staffed by two evidence custodians, it can be fully operational approximately 60 hours per week throughout the year. Under normal conditions, the receiving and storage facilities should not be opened unless the officially designated evidence custodian is present.

If the evidence storage facility is not open on a 24-hour basis, it will be necessary to institute a two-step intake procedure. Items of physical evidence obtained during the hours in which the storage facility is closed must be stoled temporarily in lockers providing a high degree of security. Such lockers should be located in an operational area subject to continuous visual surveillance. Metal lockers permanently installed on the wall of the department's communication center would be ideally located for this purpose. Any material placed in the temporary storage lockers should be transferred to the evidence intake and processing facility as soon as it reopens. This transfer must be accomplished by the officer who originally obtained the evidence.

Under most circumstances, the evidence custodians will require the assistance of a full-time clerk-typist. The amount of additional clerical assistance necessary to support this program will depend on the volume of material processed.

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The evidence custodian should be officially notified once a case has been processed through the judicial system and final disposition has been made. At this time, all evidential material associated with the case should be transferred to the property storage facility. It is the responsibility of the property storage unit to properly dispose of this material in a manner consistent with department policy and the laws of the state. The practice of combining evidence storage and routine property storage programs is not recommended. Under most circumstances, these two activities should be entirely separate.

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photo services

background

program objective

A well-equipped photographic laboratory in an ATSC can provide services in support of many modern law enforcement programs. If these programs are to be more effective and crime is to be reduced a law enforcement agency will require a full range of photographic services. Laboratory staff should be able to rapidly process and print black and white and color photographs of various sizes, and to process black and white and color slides. They should also be able to prepare black and white and color filmstrips. They should know how to make copies, enlargements, and reductions from black and white and color negatives, slides, and prints. They should be able to photograph or copy large charts and diagrams. Finally, the staff of the photographic laboratory ought to be capable of processing, copying, cutting, and splicing black and white motion pictures.

Major program objectives include the following:

- To make the numerous benefits of a full-service photographic laboratory available to law enforcement agencies
- To facilitate criminal investigations by providing a clear, accurate record of the crime scene
- To make possible the presentation in court of physical evidence in a form that aids the understanding of nonexpert judges and juries, and in a form whose authenticity can be readily documented
- To allow (with fingerprint and computer-based vital statistics records) the rapid, efficient identification of arrestees and criminal suspects

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Perhaps the most familiar photograph in police work is the picture of the arrestee taken during the booking process. A photographic services unit develops and prints all such pictures taken at the Community Police Stations it serves. The centralization of this function will insure rapid production in quantity, the maximum utilization of expensively furnished photo-lab space, and a uniformly high level of quality control. In addition, buying materials in great quantities should make substantial discounts possible. These savings from consolidation may be great enough to allow color mug shots where they are deemed necessary (in areas with a racially diverse population, for example). It may also be possible to use self-developing films that provide a negative, so that picture quality can be inspected immediately, and copies can still be obtained relatively cheaply.

Photos are routinely taken in the course of crime scene investigation in order to retain an accurate record of the setting in which the incident occurred. The photographic services program processes these photographs for presentation as evidence and for use by criminal investigators. Through careful examination of these photos, they may often discover elements in the crime scene that will aid in the apprehension and conviction of criminal suspects.

Many of the valuable functions a forensic science unit performs will be less effective if the photographic services program is inadequate. Fingerprint analysis experts and technicians in the crime laboratory and ballistics shop all have need of photographic services to convert the raw data of their investiga-

photo services

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tions to a form suitable for presentation in court. To aid these units, a photographic services program must be able to prepare detailed, accurate comparison photos (often with a ruler or other scale device included), and distortion-free enlargements.

A photographic services program can be of great help to the curriculum development and in-service training staffs. It can process training films and filmstrips. slides to accompany lectures, and photos for use in instruction manuals and other training materials. The photographic services unit can also assist the public information staff in a number of ways. The photographic services unit prepares copies of photographs and film clips of department activities for distribution to the media. They also prepare photographic materials for the annual report and other department publications.

Education and technical assistance are important subsidiary functions of a photographic services program. The supervisory staff of the program should be prepared to assist the curriculum development unit in writing a manual of basic photographic techniques for training police officers whose work demands that they understand how to use a camera and photographic accessories properly. They should also make their expertise available to fingerprint and document analysts, ballisticians, and other forensic scientists who need assistance in photographing evidentiary material. The photographic services program may also be assigned the responsibility for maintaining all of the department's cameras, projectors, and other photographic equipment, and for keeping a

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supply of fresh film in their refrigerated storage area.

The first step in implementing a photo services program is to select a highly qualified photographic services supervisor. He should be an experienced photographer with a high school diploma and some advanced training in general photography. An associate degree in photography is highly recommended, and there are a few schools in the country with curricula designed for future photographic laboratory managers. Several years prior experience in commercial photography may also provide an excellent background. Since a photographic laboratory will probably be a large-scale operation, a candidate should be selected whose managerial skill is equal to his technical competence. In most organizations this position will be filled by a civilian, since it represents a career opportunity that rarely requires the broad training normally given a professional law enforcement officer. For similar reasons, police officers should not normally be employed as photo lab personnel.

One of the first responsibilities of the program director will be to conduct a comprehensive survey of the present and projected demands for photographic services. This survey must take into account the fact that, once the program is in full operation, the number of requests for services is likely to increase dramatically.

Another important preliminary task is to develop a set of procedural guidelines for the program. The policies written must assure that all work submitted to

photo services

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the photographic laboratory will be processed in the most efficient manner possible. All of the field personnel who will be using the services of this unit should be assured that their requests will be handled fairly.

The techniques employed in the operation of the program should be designed to insure a product of the highest possible quality, and they should be clearly described in the guidelines. The sequence of operational steps should be arranged so that the component tasks are performed as efficiently as possible. A flow-chart analysis of program operations will generally be the best way to achieve this objective.

The supervisor's survey of the department's present and projected photographic needs should guide his purchase of equipment for the program. His analysis of the program's work-flow should help him place the equipment intelligently throughout the lab. For examples of photographic laboratories designed to follow function, see Flp. A full-service photographic lab will normally require the following items of equipment:

- Continuous film processors (for black and white, color stills; black and white motion pictures)
- Continuous roll paper processor with dryer
- Dark room equipment for slide processing
- Slide copy camera
- Reducing/Enlarging/Copying camera

programs

- Gallery camera (vacuum back cameras must be built onto a small darkroom)
- Vacuum frame (for contact prints)
- Dry mounting press
- Heat splicer
- Editor
- Densitometer (for quality control)
- Chemical recovery system (for recycling silver and other chemicals)
- Liquid chemical distribution system (gravity or pump-driven)
- Vacuum hood (for mixing area)
- Refrigeration equipment (for storage area)

crime lab

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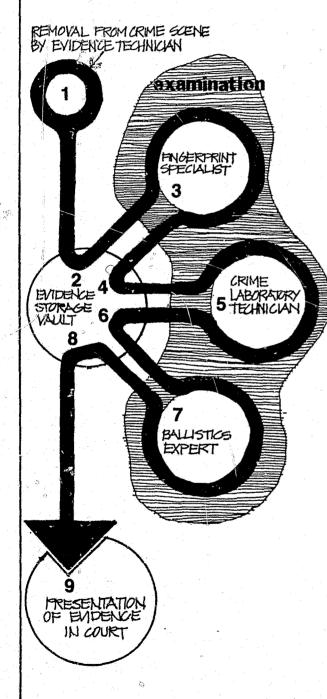
A well-equipped laboratory staffed by professional forensic scientists is an essential component of a modern system of criminal justice. Although the judicial process has traditionally placed heavy emphasis on confessions and on identification by witnesses, there is currently a trend toward greater reliance on physical evidence in criminal cases. It is now recognized that items of physical evidence establishing the presence of persons at the time a crime was committed can be found at the scene of most serious crimes. But this fact is of little practical value if investigators are not trained to look for such items and to collect them properly so that they can be transferred to a forensic laboratory for analysis.

The availability of improved laboratory services will greatly improve the overall quality of the judicial process. By increasing the probability of apprehension and conviction, a crime laboratory program can make a significant contribution to the goal of reduced criminal activity.

The principal objective of a crime laboratory program is to make scientific resources available to all participants in the criminal justice process. The forensic scientist accepts items of physical evidence from prosecutors, police investigators, public defenders, and private attorneys. Using the best available scientific equipment and procedures, he examines the evidence dispassionately. Upon request, the scientist appears in court or before a grand jury to report his finding. As impartial expert witnesses, it is essential that forensic scientists maintain a posture of strict neutrality.

In addition to the services provided in judicial proceedings, a crime laboratory can be of great assistance to law enforcement officers conducting criminal investigations. By enabling the police

program objectives



to learn some of the salient characteristics of persons present at the time a crime was committed, laboratory services can greatly reduce the time required to identify and apprehend suspects.

A second major objective of a crime laboratory program is to train law enforcement officers in scientific methods of criminal investigation. The success of a laboratory program depends upon the ability of field officers to identify a wide range of physical evidence and to collect the items in such a way that they can be analyzed by the forensic scientist. Evidence improperly removed from the scene of a crime or damaged in transit to the laboratory often loses its value for scientific analysis.

The professional staff in a crime laboratory should serve as resource people in criminal justice training academies. By participating in training programs for recruits, they can help insure that every graduate values the use of scientific methods of criminal investigation. A forensic scientist should conduct se linars and advanced training classes for senior investigators.

A crime laboratory program should be closely coordinated with the curriculum development unit responsible for preparing inservice training classes. (See programs C6s, C7s.) Members of the laboratory staff should prepare video tapes and other instructional materials for use in upgrading the professional skills of officers in the field.

In addition to helping train police officers in the handling and processing of evidence and in general crime scene procedures, forensic scientists serve as consultants to all persons involved in the criminal justice process. They are available to answer technical questions about all the

crime lab

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types of physical evidence that might be used in criminal proceedings.

A third objective of a crime laboratory program is to create a wider public awareness of the role of scientific methods in law enforcement. The laboratory staff works closely with the public information services unit in the preparation of feature articles and other materials designed to acquaint the community with this aspect of the criminal justice system. (See program C8s.)

By conducting public tours of the facility and speaking before community organizations, the forensic scientist can help to build public confidence in the effectiveness and impartiality of the law enforcement system in their area.

There is presently a serious shortage of skilled professionals to work in crime laboratories. If we are to achieve the goal of making laboratory services available to local law enforcement agencies in every part of the United States, many more people must be attracted to careers in this field. To recruit talented young men and women for careers in forensic science is another objective of the program. Laboratory staff members work closely with law enforcement officers assigned to schools. They appear as guest speakers in high school classrooms and they conduct special tours of the laboratory facilities. (See program C6f.)

summary of objectives

- To improve the functioning of the criminal justice process by making scientific services available to all participants in the system
- To enable law enforcement investigators to rely less on confessions or on identification of suspects by victims and witnesses

programs

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- To facilitate scientific analysis of physical evidence found in the vicinity of major crimes
- To prepare and present testimony in criminal courts and before grand juries
- To help train law enforcement officers in the methods of handling, gathering, marking, wrapping, and storing physical evidence
- To interpret the objectives and methods of forensic science for the general public
- To recruit young people for careers as forensic scientists and laboratory technicians

program description

A forensic science program is closely allied with several other major law enforcement programs. These include the following:

- Crime Scene Investigation
- Evidence Storage
- Rallistics
- Document Identification
- Photographic Services
- Fingerprint Analysis
- Criminal Identification

In the course of investigating crime, police officers frequently discover items that can be useful in identifying those who were present when a crime was committed. Such items of evidence constitute the principal inputs to a crime laboratory program.

crime lab

Evidence should be received and processed initially by staff assigned to an evidence storage program. This program seeks to assure that all evidence is properly identified and stored while in the custody of the police. The evidence storage operation is a critical link in the evidence chain, and under most circumstances it should be independent of the crime laboratory and other related programs.

Items of physical evidence requiring laboratory analysis are delivered to a forensic scientist by the evidence custodian. (See program C7a.) Chemicals, pharmaceuticals, poisons, combustibles, and explosives are analyzed in the chemistry and instrumentation sections of the laboratory. Hairs, fibers, paint chips, and other trace materials are also examined by these scientists. Blood, semen, and body tissues are examined in the serology and biochemistry laboratory.

Successful laboratory analysis often depends upon the availability of comparison reference standards. Therefore a forensic laboratory must maintain an extensive collection of reference files. In addition to the comparison substances used in normal chemical analysis, the reference file should include the following types of standards:

- firearms
- paper
- heels
- fibers
- glass
- safe insulation
- paints

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programs

- tires
- writing instruments
- hairs

The technician in charge of the comparison reference collection receives casts of shoe and tire imprints and other items of physical evidence that do not require chemical or serological analysis. By examining this material and comparing it with items in the reference collection, the technician can often determine the manufacturer, date of production, and retail source of the material. He can also make comparisons with similar items found in the possession of criminal suspects.

The chief output of a crime laboratory program is a report, verbal or written, prepared for presentation before grand juries and at trial proceedings. It is often necessary to prepare photographic records of evidentiary materials for use by the forensic scientist in presenting his findings. Therefore, the crime laboratory program must be closely coordinated with the photographic services operation. (See program C8a.)

Reports of laboratory findings are frequently helpful to the staff of a criminal identification bureau attempting to develop lists of suspects in criminal cases. Laboratory analysis can enable the criminal identification specialists to eliminate some names from the lists of suspects, and to determine the salient characteristics of persons invloved in a crime.

program implementation

Selection of a highly qualified staff is by far the most important step in the establishment of a forensic science program. The senior member of a crime laboratory staff should hold a Ph.D. in Biochemistry. If possible, the person selected for this position should also have several years

crime lab

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of experience as a forensic scientist. The director and all the members of his staff must possess exceptional verbal skills, for they will make frequent court appearances and they will conduct classes and seminars for law enforcement officials. In addition to the senior scientist, a properly staffed program will require a minimum of four laboratory technicians.

It is estimated that a forensic scientist can normally complete about 250 cases annually. Once a crime laboratory program is in full operation, an average of three cases per law enforcement officer in the field can be expected. (During the initial phase of a forensic science program, the number of cases generated will be substantially lower than three per officer. During this phase, the laboratory staff will devote much of its time to the educational program described below.)

A crime laboratory staffed by a senior forensic scientist and four assistants can be expected to perform the examinations generated by a system of 400-500 sworn officers. An additional technician should probably be added to the staff for every additional hundred officers in the field.

Other criteria for estimating laboratory staff requirements include the population of the area served and the frequency of major crimes. A population base greater than 200,000 will generally be sufficient to warrant the establishment of a forensic laboratory. An annual rate of 5,000 Part I crimes would justify developing a laboratory as part of an Administrative and Technical Services Center.

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^{1 (}Midwest Research Institute Project #3333-D, 1970, p. 19).

The selection of scientific equipment should be the responsibility of the criminalist appointed director of the laboratory. The development of priorities for the procurement of equipment will depend, to some extent, upon the range of services to be offered by the laboratory.

Critical items of general purpose laboratory equipment normally include the following items:

- Ralances
- Ultraviolet lamp
- Clocks and timers
- Hot plates
- Glassware
- Fume hood with blower exhaust
- Centrifuge
- Drying oven
- Vacuum pump
- pH and specific ion meter
- Emergency shower with eyewash

In addition to these basic equipment items, nine major types of instruments are generally considered essential for the operation of a forensic laboratory.

- 1. Comparison Microscope
- 2. Polarizing Microscope
- 3. Stereo Microscope
- 4. X-Ray Diffractometer

crime lab

- 5. Emission Spectrograph
- 6. Densitometer
- 7. Infrared Spectrophotometer
- 8. Ultraviolet Spectrophotometer
- 9. Analytical Gas Chromatograph

Development of a comprehensive procedural manual is an important initial step in the implementation of a crime laboratory program. Procedures must be developed that insure the optimal utilization of staff and equipment resources.

The procedural manual must contain detailed rules for the handling of evidence while it is in the custody of laboratory personnel. These rules should be designed to safeguard the chain of evidence by assuring that the material being analyzed is not accessible to persons other than the staff member assigned to perform the necessary examinations. The legal advisor should be directly involved in the preparation of this section of the manual. (See program C2s.)

Once equipment needs have been determined and basic program policies established by the laboratory director and his staff, the facility planning process is an extremely important consideration in the implementation of a program of this nature.

A laboratory facility should provide sufficient space to accommodate a gradually expanding operation, but increasing the overall size of the laboratory is not the only way to meet the anticipated space needs of the program. By increasing the hours of operation, the utilization of a crime laboratory can be greatly increased without enlarging the facility or investing in additional equipment. Basic components bolice programs

of a crime laboratory facility complex include the following:

- Chemical Analysis Laboratory
- Instrumentation Laboratory
- Serology and Biochemistry Laboratory
- Comparison Reference Collection Vault
- Glassware Wash and Storage Area
- Chemical Storage Area
- Reference Library
- Administrative Area

The facility complex may also include a small closed circuit television studio. This is desirable if the program is to invelve extensive use of television. If, for example, court appearances by laboratory staff members can be made via closed circuit television, the studio will result in a substantial reduction of the costs of making court appearances.

A television studio in the laboratory can also be used to produce instructional materials. During the early years of a forensic science program, the laboratory staff must devote a large amount of its time to teaching law enforcement officers in the methods of scientific investigation. Evidence technicians must be trained to identify and properly remove items that may be useful to the forensic scientist and the criminal identification staff. Much of this instruction can be carried out with videotapes.

Implementation of a crime laboratory program requires the establishment of a basic reference library. This facility will normally be a satellite of the criminal

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justice reference library operated in an Administrative and Technical Services Center. (See program C9s.) Budgetary provision must constantly be made for updating the library collection. Subscriptions to a number of technical journals should be maintained.

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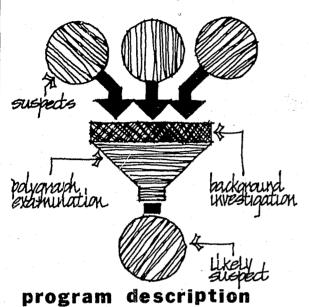
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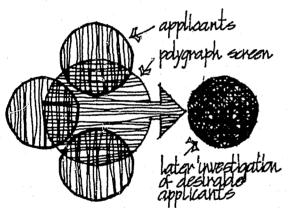
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program implementation

Polygraph examinations are being used with increasing frequency by police departments as supplements to background investigations of applicants. This procedure has proven a valuable tool in the screening process.

The polygraph can also have limited use in the field of criminal investigation. Although polygraph examination reports are not admissible as evidence in court, their use can greatly expedite investigations. A polygraph examination can enable detectives to eliminate suspects at an early stage in the investigation process.

Polygraph examinations, used in screening police applicants, involve asking a series of questions about the applicant's background. The questioning is carefully limited to matter specifically related to the person's potential performance as a police officer. These examinations are normally given early in the screening process, thereby enabling the department to identify undesirable applicants before investing in costly background investigations.

The development of a polygraph program will require the services of a qualified examiner. The person employed in this capacity should have been trained at an accredited institution. But technical training alone will not guarantee competent performance as a polygraph examinger. Ideally, the person selected should have a strong academic background in the behavioral sciences. Because of the sensitive nature of his duties, an examiner should be a person of exceptional maturity. In states where certification is available, examiners should be licensed.

It is essential that all of the procedures used in a polygraph program be carefully

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formulated in departmental regulations. The department's legal advisor and the state's attorney should participate in developing the details of the policy to govern the use of the polygraph. In addition, the procedures should be periodically reviewed by the legal advisor. (See program C2s.)

In most situations, a portable polygraph instrument is preferable to one that is permanently installed. If, however, the machine is regularly used on a daily basis it may be necessary to designate a specific room for this purpose. Under most circumstances, a normal interview room will be adequate. In the event that female applicants or suspects are to be interviewed by male examiners, visual access to the polygraph area should be provided.

In general, the polygraph examination program has developed as part of a comprehensive crime laboratory operation, although some departments have assigned their examiner to the detective bureau. If the principal function of the polygraph examiner is to provide applicant screening services, it would be appropriate to place this program in the recruitment and training division.

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polygraph exam.

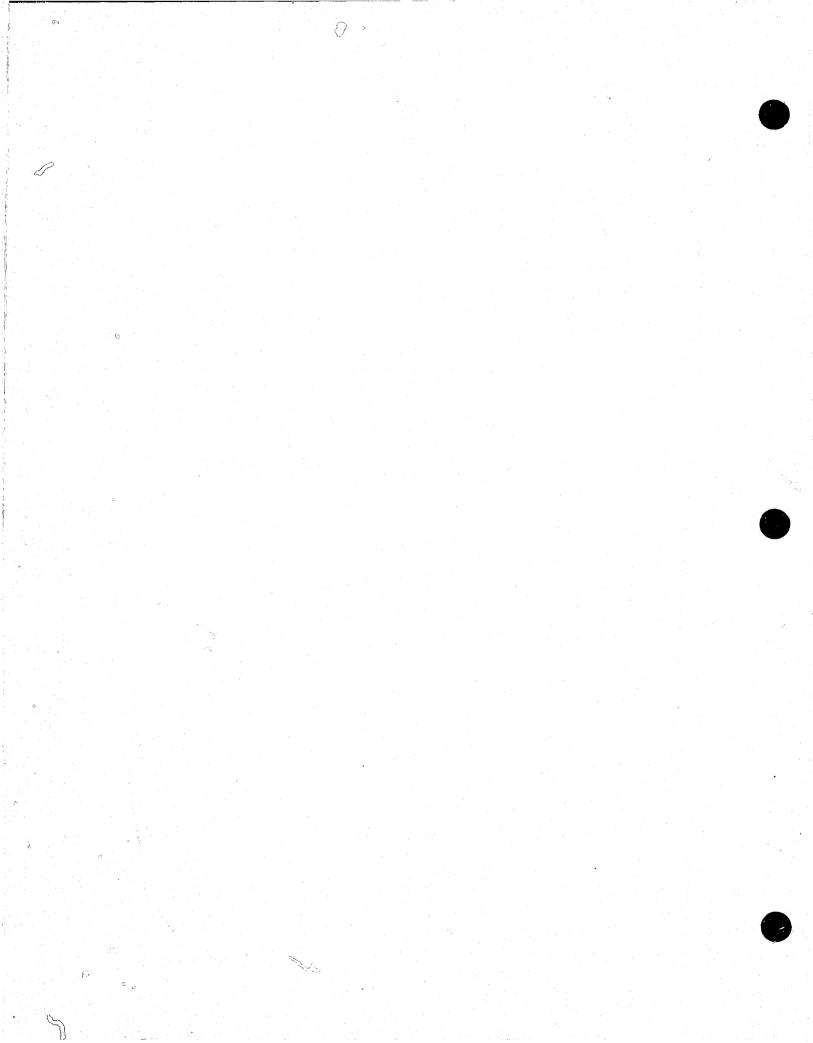
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programs

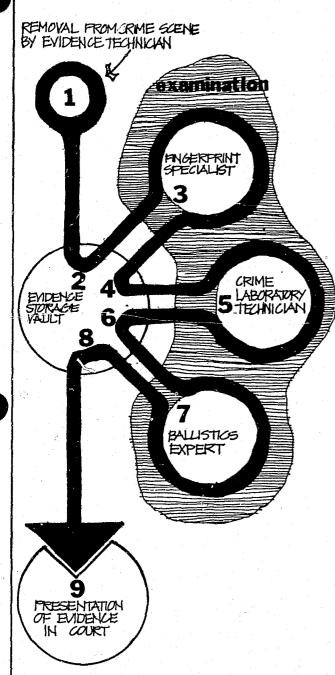


crime scene invest.

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program objectives



summary of objectives

This program is intended to increase the percentage of crimes cleared by arrest, and to increase the probability of conviction in cases brought to trial. The program will further reduce reliance on confessions and on the testimony of witnesses.

A program of this nature will assure that crime scenes are thoroughly examined and that every item of possible use to those conducting the investigation will be properly identified. The program is also intended to insure that evidence will be gathered in such a way that analysis by forensic scientists is facilitated.

Because the evidence technicians in this program have been thoroughly trained and are continually involved in the collection and processing of evidence, they can proceed rapidly and efficiently. In most cases, a significant reduction in the time required to investigate a major crime will result. The training and experience of the evidence technicians also assures that evidence will be collected in a manner consistent with all judicial requirements.

Finally, included in the program is the training of detectives and other officers in the technique of scientific investigation. This should result in a substantial upgrading of a department's criminal involtigation capability.

- Increase in crimes cleared by arrest
- Increased probability of convictions
- Reduced reliance on testimony of witnesses and guilty pleas

programs

police

- Assurance that physical evidence will be admissible in court
- Protection of evidence for analysis by forensic scientists
- Training of officers in scientific investigation

program description

A crime scene search program is normally developed as an auxiliary function of a crime laboratory organization. The evidence technicians conducting the program provide a liaison between the laboratory staff and detectives in the field.

When a major crime is reported to the police, the scene of the incident is immediately secured and the evidence unit notified. It is essential that members of this unit be prepared to operate on a 24-hour basis. They should arrive at the scene of the crime in the shortest possible time. Any delay may result in the loss or destruction of items critical to the reconstruction of the crime.

The vehicle assigned to an evidence team should have all of the equipment necessary to collect and package various kinds of physical evidence. Normally, a complete set of color photographs is taken and a detailed diagram is prepared. A prime concern of the evidence technician is to discover latent fingerprints. He should be prepared to develop, photograph, and lift any prints in the vicinity of the crime. He also searches for footprints, tire tracks, tool marks, and other traces that might connect a suspect to the crime. He must be equipped to prepare casts of any such impressions discovered at the scene of the crime.

When the search of the crime scene is complete, each piece of evidence is

crime scene invest

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Carefully identified and packaged to prevent damage or contamination. This material is then transported directly to an evidence storage vault, where it is held for analysis by a forensic scientist.

In addition to investigating the scenes of major crimes, evidence technicians should be expected to conduct training sessions for detectives and all other officers engaged in criminal investigations. The purpose of this training is to impress upon all members of the department the importance of scientific procedures in investigating crimes, and to familiarize them with the fundamentals of gathering physical evidence.

In many police departments patrolmen are being given a greatly expanded role in the criminal investigation process. Whereas in the past the patrolman's responsibility has been limited to protecting the crime scene until the arrival of a detective, these officers are now being asked to proceed with the investigation. In departments using a "team policing" approach to the delivery of basic law enforcement services, patrolmen are usually expected to conduct followup investigations of most crimes occurring in the team's assigned area. (The team policing concept is discussed in section C 2f.) Under this arrangement, evidence technicians serve as resource persons assisting the patrolman in the investigation process.

program implementation

The initial step in establishing a crime scene investigation program is the selection and training of personnel. Candidates for the position of evidence technician must be unusually resourceful and capable of mastering highly technical procedures. The training of those selected should be the responsibility of forensic scientists were are familiar with the

brograms

analysis of physical evidence. Candidates should also be given the opportunity of attending specialized schools. The development of skill in lifting latent prints is only one example of the technical areas in which the candidates must become proficient.

It will be necessary for the department to formulate a set of detailed regulations governing this new resource. It is particularly important to develop a clear policy concerning the relationship between the evidence technicians and the other officers assigned to any given case. Procedures for securing the crime scene area until the arrival of mobile evidence units must also be developed.

In order to adequately monitor the program, it will be necessary to develop a record system to allow periodic review of each technician's work by the program supervisor. The form developed should include space for critical comments by the forensic scientist who processes the material collected. Such forms should also be designed for use in the event that the admissibility of the evidence is challenged in court. For this purpose, it should identify each person who has had access to the evidence from the time it came into the possession of the police department.

Another major phase in the development of a crime scene search program is the selection of equipment. How frequently each item will be used should be carefully considered. Equipment selected must be portable and extremely rugged in construction. Normally, a station wagon or van is used to transport the equipment to the scene of the crime. All of the equipment must fit conveniently into the vehicle selected.

In addition to cameras, measuring devices, and containers for packaging evidence, each vehicle should be equipped with an extension ladder and a system for floodlighting the

crime scene invest

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area. In most cases it is recommended that a department obtain the advice of an experienced evidence technician before purchasing any specific items of equipment. This will enable the department to avoid equipment that will be of limited usefulness, or that will perform poorly.

Before instituting the program, all members of the department should be briefed on the objectives and operation of an evidence unit. It is particularly important for detectives to be acquainted with the procedures to be followed at the scene of a crime prior to the arrival of the evidence technicians. The relationship between physical evidence and other aspects of criminal investigation should be thoroughly reviewed.

Once the program has been established, the curriculum development staff should arrange for evidence technicians to conduct classes attended by every member of the department. Such instruction should be provided continually, as a regular feature of the department's inservice training program. (See programs C6s, C7s.)

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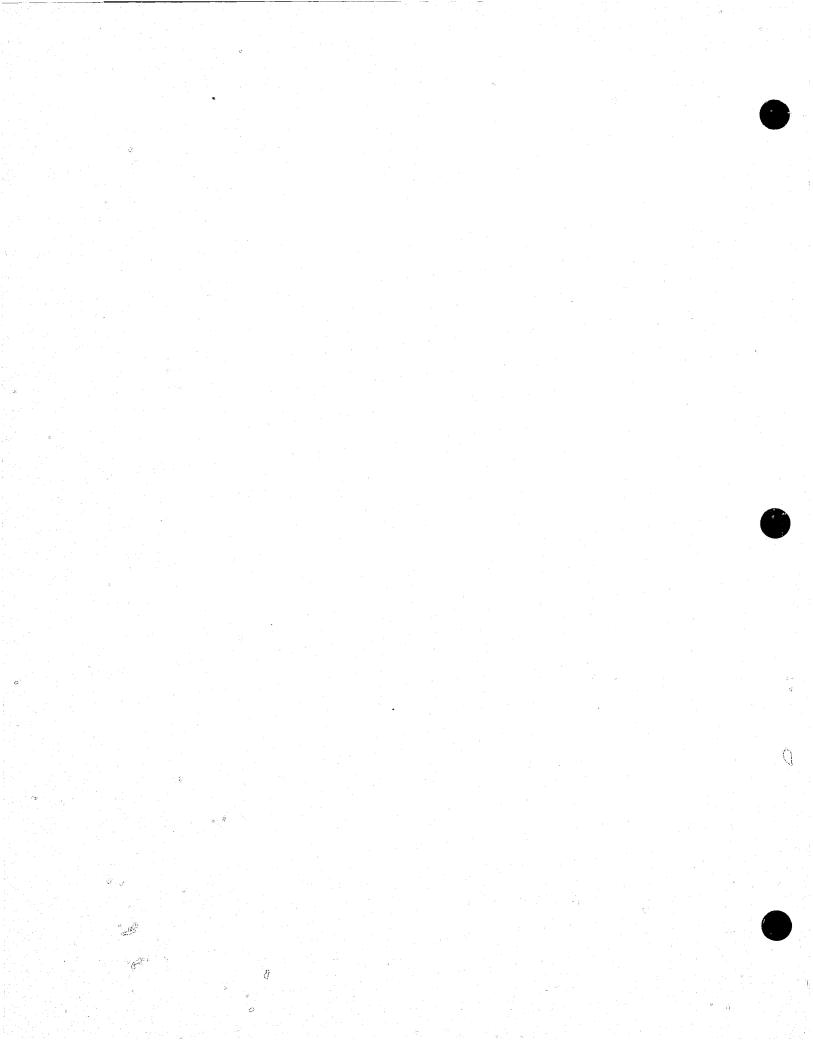
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Programs

police



team policing

program objectives

Team policing is a crime reduction program used to supplement the traditional "watch system" of patrol operations. It is also intended to augment conventional investigatory procedures by enabling a police department to provide more thorough follow-up investigations of cases involving less serious crimes.

Another objective of a team policing program is to develop greater public confidence in the ability of the police to respond promptly and effectively to calls for service. This will significantly increase the probability that citizens will report incidents of crime to the police. It will also help improve the relationship between the police department and the people it serves. For this reason, team policing operations have often been thought of as community relations programs.

The program is also intended to make the utilization of manpower resources more efficient. Officers assigned to team policing programs are expected to employ a full range of policing strategies and techniques. They become involved in practically every aspect of law enforcement. In this way, the training and experience of an officer can be fully utilized. This can result in a higher level of morale and of esprit decorps.

Finally, the program is intended to create greater awareness among police officers of the law enforcement problems prevailing in specific parts of the city or region served by the department. Many features of the program are aimed at increasing the officer's knowledge of the people in the area he serves.

Reduction of crimes in specific areas of a city

summary of objectives

Programs

- Improved follow-up investigation of minor crimes
- Development of greater confidence in the ability of the police to respond when needed
- Greater willingness of citizens to report crimes
- Involvement of citizens in crime prevention activities
- More effective utilization of police manpower
- Improved morale in police work
- Greater familiarity with the people served, and with their special law enforcement problems

program description

In this program, teams of eight to twelve officers are assigned to specific neighborhoods. Each team is expected to provide a full range of law enforcement services to the people living and working in its area of responsibility.

Team assignments are normally made on a semi-permanent basis. Every effort is made to avoid changing the composition of a team. In this way, the maximum opportunity for team members to develop mutual confidence and understanding is provided. There is usually a certain amount of competition between teams, further enhancing team solidarity.

An effort is also made to retain a team in the neighborhood originally assigned. This means that the officers assigned to an area become known to the citizens of that area, and that the officers become acquainted with many of the citizens. Officers assigned to the teams are expected to spend several hours of each tour of duty talking informally with

team policing

C

citizens. One reason for this activity is to develop sources of intelligence with which to anticipate crimes. Good sources of intelligence can also be invaluable in investigating crimes once they occur.

Team members are expected to attend as many public meetings in their assigned area as possible. They should seek invitations to speak at meetings of the P.T.A. and other civic organizations. It should also be common for neighborhood police teams to arrange informal meetings with members of the community. These activities help acquaint people with the services available through the police department, and help encourage full citizen participation in crime prevention activities.

All calls for police service originating in a team's area of responsibility are immediately referred to a team member for action. The team is expected to make a preliminary investigation, and then to follow through with whatever response is deemed appropriate. Unlike the traditional patrol system, in which a patrolman refers all cases requiring investigation to the detective bureau, this approach places much greater responsibility on the individual officer. Specialists within the department can be called on whenever a team has need of their services.

Flexibility in the utilization of manpower is an important feature of the
program. A team is assigned to a
neighborhood on a round-the-clock
basis, and their duty essignments
must reflect the need for police services in the area. It is assumed that
each neighborhood will have a unique
pattern of calls for law enforcement
services. This means that a particular

Drograms,

program implementation

team member's hours of duty may vary with the day of the week or season of the year. Devising a method of deploying officers assigned to a team is a major responsibility of the team leader.

The first phase in the development of a team policing program is the careful formulation of policies and procedural guidelines to govern the activities of the teams. In most cases it will be useful to prepare a manual stating the objectives and basic philosophy of the program for those selected to participate.

If such a program is to succeed, it must have the full support of the supervisory and staff personnel of the department. Therefore, a considerable effort should be made to explain the team policing concept before the program is implemented. The planning process must include time for "selling" the program to the department.

Initially, one or two neighborhoods should be selected for experimental programs. Based on experience gained in these neighborhoods, the team policing program can be modified before it is introduced elsewhere in the city.

The selection of personnel is a critical factor in implementing the program. The lead officer will normally be a sergeant who has displayed exceptional leadership qualities and who is able to work with a minimum of supervision. All officers assigned to teams should be skilled in interpersonal relations and in conducting group discussions. Whenever possible, officers with different skills and training should be assigned to each team. Each team member will be expected to help others on his team to improve their skills in his area of special competence.

team policing

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Most departments with team policing programs have found it essential to provide for coordination between the various teams. In the British system, inter-team coordinators are referred to as "collators." The major function of this position is to provide teams with intelligence data and to transmit information from one team to another.

An accurate method of evaluating team effectiveness must be devised. The frequency of crimes reported in a team's area of responsibility is probably one good measure. But it should be remembered that far more crimes may be reported as a greater awareness of the availability and effectiveness of police services develops. It may thus be necessary to wait for approximately eighteen months after the initiation of the program to establish a base rate for comparison and evaluation.

A successful team policing effort will require the continual support of an efficient crime analysis unit. This unit should provide each team with frequent reports about the nature and frequency of crime in the team's area of responsibility. These data will enable each team to make informed decisions concerning their operations. (See program C3s.)

If a department requires that neighborhood police teams perform follow-up
investigations of all times courring
in their area, it will frequent be
necessary to supplement their activities with conventional patrol units.
Care must be taken not to diminish the
department's emergency response capability by implementing a program of
this nature.

programs

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suspect interview

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program description

Most criminal justice programs that are intended to assist people in becoming responsible members of the community cannot be initiated until the person has been convicted of a crime. Correctional agencies serving both juveniles and adults are thus dependent on police and prosecutors to demonstrate guilt before they can begin the rehabilitation process. It is important to remember this relationship between law enforcement and corrections when evaluating programs conducted in the early stages of the criminal justice process. (For an analysis of the functional interrelationship between the police and other components of the criminal justice system, see section B4.)

One of the principal methods used by the police is obtaining sufficient information to establish guilt is the interview of suspects. Technically, this procedure is referred to as "custodial interrogation." Its objective is generally to obtain information directly from the suspect that can be used to convince a court that he has committed a particular crime.

Persons arrested on suspicion of having committed a crime are often a valuable source of information needed to investigate other crimes. Therefore, it is essential for police departments to develop procedures that will enable them to take full advantage of the valuages of arrestees to discuss their knowledge of crimes that have been committed in the community.

Many people who have committed crimes are apparently quite willing to confess their guilt to the police. It is not uncommon for suspects to volunteer a

Drograms

confession soon after they are taken into custody. The suspect interview is thus a critical program for a police agency to use in conducting criminal investigation.

The probability that a person will confess to the police can be greatly increased if the following guidelines are followed:

- 1, Any physical restraint used to apprehend and detain the person should not be greater than is needed to prevent the subject's escape. Security arrangements should be unobtrusive. No aspect of the procedures or physical arrangements should cause the suspect to feel entangled or trapped.
- 2. The suspect should be treated with genuine respect and courtesy. A mechanical "politeness," displayed solely to conform to official policy, will not accomplish this objective. The suspect should be assured, by the interviewer's words and demeanor, that he will be understood.
- 3. The police officer conducting the interview must deal with the suspect on a man-to-man basis and not as policeman to prisoner. Nothing in the physical environment should imply that the suspect is inferior to the interviewer.

Once a suspect has been advised of his constitutional rights and given an opportunity to obtain competent legal counsel, he may decide to admit his guilt to the police. It should be noted that in no circumstances can it be legal for a suspect to be "pressured" to waive his constitutional rights. This must be entirely a matter of his own volition. If an attorney is consulted and advises the suspect to remain silent, the suspect may still decide to waive his rights.

suspect interview

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program implementation

The normal sequence of events is for the suspect to give an oral waiver and then to make an oral statement. He then signs a written waiver and a written confession.

An effective suspect interview program is based on a recognition of the role voluntary confessions can play in facilitating the criminal justice process. The details of the program should be carefully evaluated for consistency with the overall objectives of the criminal justice system. Few programs are more important to successful police investigation and few are more susceptible to abuse.

The first stage in the development of a suspect interview program is the formulation of specific policies to guide the behavior of those who conduct interviews. These policies should be prepared in consultation with the departmental legal advisor. (See program C2s.) It is generally advisable to obtain the services of a human relations specialist to evaluate the proposed program.

The procedures used in this program should be designed to insure the achievement of the following objectives:

- The protection of constitutional rights
- Respect for human dignity
- Consistency with the rehabilitative objectives of the criminal justice system

The next phase of program implementation is to select candidates for training. This should be done on the basis of temperament and general aptitude. It is essential that interviewers be able to relate to people in a manner that inspires trust and confidence.

Drograms

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Those selected should be given the opportunity to obtain special training in interview techniques and in criminal law. Once trained, the officers involved may work with the curriculum development unit in preparing instructional materials for use with other departmental personnel. Instruction in both interview techniques and in criminal law would be beneficial to all officers, regardless of their assignments.

Finally, it will be necessary to develop suitable facilities for the program. Detention and interview spaces must afford a nonthreatening setting and eliminate the need for direct concern with security.

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field citation

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program objectives

The main purpose of a field citation program is to provide effective alternatives to taking a person into custody and transporting him to jail, and to pre-arraignment detention. The program enables an officer to handle cases of minor law violations in a manner that avoids the timeconsuming process of transporting an accused person to the station for formal booking. In situations where a person under arrest requires medical attention, a field citation policy can mean that the police department does not have to provide a guard at the hospital. Thus, the program can result in substantial savings in police manpower, freeing more officers for other duties.

Another prime objective of the program is a greater degree of civility in the administration of justice. By enabling an officer to handle a wide range of minor violations in a low-key manner, the program fosters better relations between the police and citizens.

Because the person who is released with a field citation can immediately return to his job and family responsibilities, the procedure results in a minimal disruption of his life: the economic losses associated with traditional booking and jailing practices are avoided. This objective is particularly critical in the case of defendants whose financial resources are limited.

A fourth goal of the citation-program is improved efficiency in court operations. This is accomplished since the arresting officer assigns a specific time for the misdemeanant's initial appearance. The

program description

court is thus able to schedule such cases more systematically.

The policy of issuing citations in the field has long been used for minor traffic violations. In recent years, many states have enacted laws that will enable police departments to apply this policy to minor felonies as well as a broad range of misdemeanors and ordinance violations.

The procedures used by most departments that have adopted this program are similar to those previously used for traffic violations. Immediately after an arrest is made, the officer asks several questions concerning the person's residence and employment. On the basis of this interview, the officer decides whether to release the arrested person or to transport him to the station. If the decision is made to release the person, the officer prepares a citation and the arrested person signs it. A specific time and date is indicated for his court appearance. If fingerprinting is required, the officer assigns a booking date at the same time.

program implementation The first step in instituting a citation pro-

gram is to develop a written policy specify ing the violations to which the procedure will be applied and other criteria for issuing field citations. A number of basic policy issues must be resolved at this time. Will the arresting officer be required to make a "wanted person inquiry" prior to issuing a citation? Will a person charged with shoplifting who is in the custody of a store manager be eligible for a field release? The answers to these and other questions must be resolved and translated into written policies. A department legal advisor should participate in the formulation of policy details to insure that they are consistent with the state criminal statutes. (See section Cls.)

field citation

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Having formulated the policy guidelines, the planning staff must next develop a form for use by the arresting officer. (See program Cls.) In addition to the standard arrest information, the form should include spaces for recording all of the data required to establish that the arrested person is a permanent resident of the community. The following form, which was developed by the New Haven Police Department, is both concise and complete.

	FIRST NOTICE TO A	PPEAR DOCKET NO	CR6- COMPLAINT NO.	AT JOB ADDRESS	EMPLOYER'S	OME PHONE	AMILY
ADDRESS	СПҮ	в	DATE MONTH DAY YEAR OF BIRTH		R'S ADDRES	NE	NFIDE
PLACE OF BIRTH	SEX RACE EYES		CIAL SECURITY NO.	-	RESS		NTIAL I
DRIVER'S LICENSE AND STATE	LOCATION OF ARREST	DATE MONTH DOF ARREST	DAY YEAR TIME		ERENC	m A	사 주민의 주민의
CHARGES		ı	NO. 05652			LOYER	AATION ATTION
I have been informed of my constitution received. Without making any plea, I w made against me, at Sixth Circuit Court	nal rights and of the penalties for fail vaive my right to appear before the na in New Haven, on the date below an	ure to appear in Court as indic ext Circuit Court, I promise to app d on any date to which my cas	cated on the form I have pear, to answer the charge is continued.				E DEPT
Se me ha informado de mis derachos co indicada en esta citación, Sin hacer nin Circuito de New Haven, Prometo comp	onstitucionales y también de las penal guna declaración, renuncio a mi den arecer, para conlestar el cargo que s	idades si no comparezco en la echo de comparecer ante la pri e me ha necho, en la fecha ind	Corte Circuito en la fecha óximo sesión de la Corte licada obajo y en cualquier		СПТҮ	АНІ	T SUBJE
otra fecha durante mi juicio			w .	1		Ym Z	선물이
YOU MUST APPEAR AT DEBE COMPARECER A	SIXTH CIRCUIT CO 169 CHURCH STREET NEW HAVEN, CONN.	URT MONTH	DAY YEAR AT 10 A.M.	PHONE		VEN AREA	CT TO SUBPOEND

Once the policy and procedural guidelines have been developed and approved, and the forms printed, a training program should be conducted to familiarize all members of the department with the new program. The success of the program will be dependent in large measure upon the degree to which objectives and procedures are understood by all field officers. The SHE-BO-C

extent to which standard arrest procedures are applicable to cases involving the use of field citations should be carefully explained. It is also important that the officers understand that field citations should not be issued in cases formerly handled by means of a verbal warning. The indiscriminate use of citations could result in an excessive burden on the courts, thus defeating one of the major objectives of the program.

Before initiating the citation program, it should be thoroughly explained to the community by means of the mass media. This will help avoid any confusion that might arise from misunderstandings about the objectives and procedures of the program.

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property ident.

program objectives

Property identification is a highly effective crime prevention program designed to make it easier to trace stolen property. It is based on the assumption that property that is indelibly marked will be less attractive to the prospective burglar.

A property identification program also provides an excellent opportunity for the police department to inform the public of ways they can reduce their vulnerability to crime. Because it is essentially a public service program, it is also very useful for improving relations between the police department and the community.

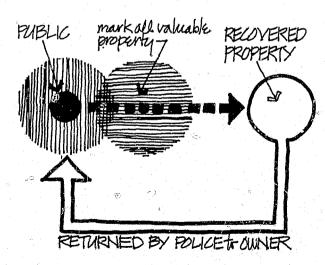
summary of objectives

- Burglary prevention
- Efficient tracing of stolen property
- Public education in methods of crime prevention
- Improved public relations

In this program the public is encouraged to mark all valuable property with an identifying number. In this way, the owner of property recovered by the police can be readily identified. Normally, an electric etching instrument is used to mark the property. Once the property in a home has been marked in this manner, the owner is given a seal to display on a window or door. This seal states that all property in the residence has been marked for easy identification. The purpose of the seal is to deter any prospective burglar.

The number used in the marking process is filed in the police department. In this way, the owner of recovered property can be notified immediately.

program description



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program implementation

Although private residences have been the primary focus of property identification programs, they can also be attractive to builders, contractors, merchants and other business men.

The initial step in establishing a property identification program is to select a competent project officer. This person should be skilled in leading discussions and in public speaking. He should also have experience in advertising and other public relations activities.

A successful program will require the acquisition of a large number of electric etching instruments. In some cases, it may be possible to obtain financial assistance from insurance companies or other businesses in the community to purchase these instruments. But for maximum public relations impact, it is preferable for a police department to attempt to conduct the program independently. Wherever possible, the instruments should be purchased and distributed by the police department.

Once the instruments have been purchased, an efficient system of distribution must be devised. If the department has a network of community-based facilities conveniently located throughout the city, these can serve as primary distribution points. This will also provide a good opportunity for the public to visit local stations. Departments with a mobile unit for recruitment and public information programs may want to use this vehicle for distributing the etching instruments.

Probably the most desirable method of distributing the marking instruments is through a series of neighborhood meetings. Using this approach, a representative of the police department meets with groups of citizens at the neighborhood level. Such meetings can be held in homes or

property ident.

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neighborhood meeting facilities.

Other approaches to distribution which should be considered include:

- Departments that sponsor a Boy Scout group can develop a distribution system using Scouts.
- Banks, insurance companies, and other businesses may be willing to distribute the marking instruments through their branch offices. Here again, the chief disadvantage is that the public relations benefit for the police department is likely to be diminished.
- Grocery stores that operate a rental service may be willing to cooperate in distributing the instruments.

Normally, the instruments should be distributed in a way that allows the police to provide families with basic instruction in reducing their vulnerability to burglary. For this reason, an approach using neighborhood group meetings is to be preferred. Burglary prevention instruction can be provided to a number of families simultaneously. This method is also far more efficient than an individual distribution system.

If this program is also aimed at the business community, information can be disseminated through meetings of businessmen and professionals. The local Chamber of Commerce can often be of great assistance. Also, while investigating burglary in business establishments, the detective can promote the use of a property identification procedure.

Before initiating this program, a decision should be made concerning the 



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specific number to be engraved on property. In many cases, motor vehicle registration numbers have been used. The chief advantage of using this number is that police departments generally maintain a complete record of state motor vehicle registrations. But, because the American people tend to move quite often, this number may rapidly become obsolete. Also, vehicle registration numbers may change from one year to the next. For this reason, the Social Security number of the head of the household is often used. This number can be kept on file in the police department, or it can be reported in the event of a burglary.

Once the program is in full operation, it may be desirable to rotate the department personnel used. In this way, a large number of officers will have an opportunity to meet the public.

Before launching a property identification campaign, every officer in the department should be thoroughly briefed. Each man should understand the objectives of the program and the details of its implementation. In most circumstances, a two-hour block of in-service training will be adequate for this orientation. Officers directly involved in the operation of the program should be given a more thorough briefing.

Developing the training to accompany this program is one of the major responsibilities of the program director. He should prepare a comprehensive set of written material outlining the details of the program. In most cases, a departmental directive should be prepared for inclusion in the manual of procedures.

Programs like this tend to collapse after an initial period of intensive activity. If the program is to be sustained, attractive

property ident.

publicity must be continually kept before the public. Such publicity is also an excellent way to sustain public interest in crime prevention.

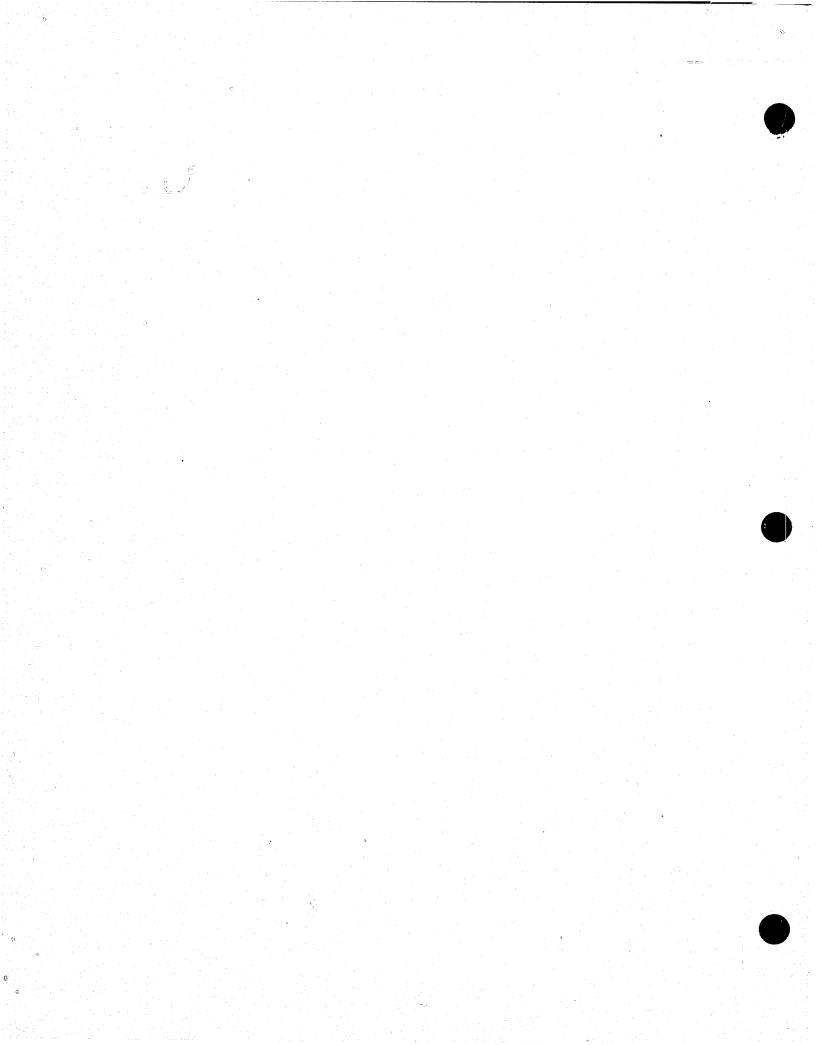
Because of the public relations aspect of property identification programs, they have often been conducted by community relations units. Other departments have assigned the program to the criminal investigation bureau. Regardless of the specific unit to which the program is delegated, it is essential that it be considered a project that involves the entire department. All officers should be prepared to explain the program and to provide practical advice to citizens requiring assistance in implementing this and other burglary prevention measures.

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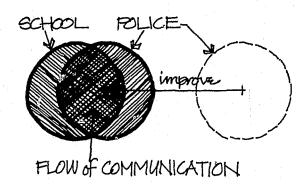
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programs



police-school liaison

program objectives



This program is designed to improve the quality of police services to the schoolage population. One of its principal objectives is to improve the flow of communication between the police department and students and teachers. The officers assigned to this program attempt to interpret departmental policies and procedures to the students. They also communicate the perspective and concerns of the school-age population to members of the police department.

Through their activities in the school community, liaison officers work to overcome the problem of anonymity created by contemporary motorized police operations. By placing officers in the schools, a police department significantly increases its accessibility to the population. Students and their teachers are provided direct and easy access to a representative of the department. A program of this nature is an effective means of demonstrating the emphasis the department places on its services to this segment of the population.

The school liaison officer is concerned with helping students and faculty develop a positive image of the policeman and the services he provides. He represents not only the local police department, but the law enforcement profession as a whole.

Another objective of the program is to educate students in the citizen's role in crime prevention. The fact that most adults are poorly informed about the ways that they can help reduce crime is likely to make students eager to acquire this knowledge and to pass it on to their elders. Few things are more actractive to the adolescent than to possess practical information which their parents lack. For the department concerned with

programs educating the population about ways the average citizen can contribute to the reduction of crime, this program offers an excellent means of communication.

The school liaison officer is also involved in the prevention of crime in and around the school. He advises the principal and his staff concerning ways such criminal activities as vandalism and larceny can be reduced. But this program should not be confused with enforcement operations in which policemen are assigned to schools to maintain order. The liaison officer does not function as a disciplinarian. In the event a serious crime is committed at the school, it is usually preferable to bring in other members of the department to conduct the investigation.

The school liaison officer helps juvenile specialists in the department provide effective counseling and referral services to youthful offenders and their parents. Because he is familiar with many of the students and with the counseling program of the school, he can often help the juvenile specialist select an appropriate course of action in dealing with the delinquent. (See program Cllf.)

Finally, establishing a school liaison program is an excellent public relations venture for any department concerned with improving the quality of citizen support. Parents of school-age children are generally among the most active and vocal members of the community. This program will help ingratiate this important segment of the population.

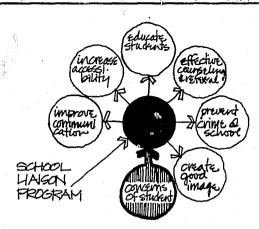
summary of objectives

- Improved communications between the police department, students, and teachers
- Increased accessibility to the police department

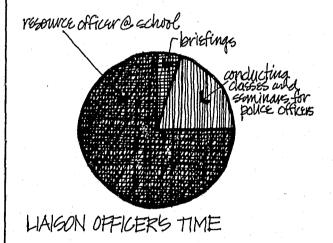
police-school liaison



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program description



- Education of students in the citizen's role in crime prevention
- More effective counseling and referral services to delinquents and their parents
- Prevention of crime in the school
- Creation of a favorable image for the professional policeman

Under this program, one or more policemen are assigned to work within a school system as resource officers. They work closely with principals, counseling and teaching staffs, and with student organizations. Their activities become an integral part of the educational enterprise.

The school liaison program also has important implications for the police department's in-service training curriculum. Approximately 20% of the liaison officer's time should be devoted to conducting classes and seminars for police officers. He should also provide the chief of police and juvenile specialists with regular briefings.

The following outline indicates the range of activities that might make up a police-school liaison program:

- Conducting classes on subjects related to law enforcement and crime prevention
- Arranging field trips to police facilities and coordinating the department's "Ride Along" program
- Assisting in driver education classes
- Producing special law enforcement assembly programs

programs

- Arranging press conferences with the chief of police for representatives of student newspapers
- Attending faculty meetings and answering questions about police department policy and procedures
- Participating in student council sessions as a consultant on crime prevention
- Arranging for films and outside speakers on subjects related to crime prevention and to the role of the police in the community
- Developing cooperative programs between the school counseling staff and the police department juvenile bureau
- Informing merchants serving a school age clientele of ways to prevent vandalism and shoplifting
- Conducting classes and seminars for police officers on adolescent problems and perspectives
- Assisting juvenile officers in counseling school-age law violators and their parents
- Counseling police officers who experience repeated difficulties in their efforts to deal effectively with juvenile law breakers
- Encouraging students to consider careers in law enforcement
- Advising the principal and his staff on ways of protecting personal and school property against crime

police-school liaison

6.5 f

 Advising the chief of police on school and juvenile matters

The school liaison officer works to develop rapport between the police department and the youthful community. Much of his time is spent in informal contacts with students. He arranges to eat his lunch in the cafeteria of one of his assigned schools as often as possible.

He is also responsible for developing a strong working relationship between the teachers and counselors in the school system and the staff of the police department. Here again, frequent informal contacts are essential to the success of the program.

In most cases, the school liaison officer will not be a professional counselor. In his contacts with students, he must recognize this limitation and encourage those with serious problems to seek assistance from an appropriate youth service agency.

In many cases involving juveniles who have broken the law, the school counseling staff may be the most effective resource the police juvenile specialist can use in resolving the problem. Often, the school counselor has already established rapport with the juvenile and is already familiar with his home situation and background. Information the counselor provides may be extremely helpful to the juvenile specialist as he counsels the juvenile and his parents and attempts to make an appropriate referral. The school liaison officer is responsible for establishing the necessary lines of communication between the police department and the school. He recommends procedural arrangements that will facilitate maximum cooperation in this area.

programs

Bolice

program implementation

The most important consideration in establishing a police-school liaison program is the selection of qualified personnel. Officers assigned to the program should be skilled at relating to young people. They must have considerable insight into the problems and perspective of this segment of the population. It is essential that they enjoy spending time with students. Liaison officers should be people with whom most students can readily identify. Normally, officers possessing these qualifications will be young, but age should not be a prime determinant in selecting candidates.

In order to function effectively as part of the educational team, the school liaison officers should have at least two years of college course work. If a college is nearby, they should be encouraged to enroll in courses in adolescent development and the problems of youth. In some communities, the board of education conducts seminars to help teachers deal more effectively with these problems. If they are available, officers assigned to this program should participate in these seminars.

The school liaison officer should know the law in general, and know particularly well those areas of the law that pertain to juveniles. He should be prepared to answer a wide range of questions concerning the legal rights and responsibilities of juveniles. In most cases, it will be desirable for officers in this program to receive instruction in this area from the departmental legal advisor. The school liaison officer must be prepared to serve as a resource person in classes where legal issues are considered. (See program C2s.)

Assignment of a police officer to a school liaison program should be limited to two

police-school liaison

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years, and in most cases a one-year assignment will be preferable. Longer assignments will tend to disrupt an officer's development as a professional policeman. In addition, this experience should be made available to a maximum number of policemen. Rotation of personnel helps avoid the possibility that students might identify the school liaison officer as a "special kind of cop." If the students conclude that the officers assigned to their school are not representative of the policemen they encounter elsewhere, the effectiveness of the program will be greatly impaired.

Assignment of a juvenile specialist to this program for a one-year tour can result in a substantial improvement in the services provided by his division. However, members of every unit in the department should be candidates for selection.

The number of officers assigned to this program will depend upon the ability of the department to release personnel from other duties. It will also vary with the intended scope of the program. In some situations, it may be necessary to assign a limited number of officers to spend several hours per week in the schools. These may be officers who normally patrol the area in which the school is located, or they may be juvenile officers.

Another important element in establishing a police-school liaison program is the formulation of clear objectives and policies. The program should be considered a joint venture between the schools and the police department. The details of the policies that will govern the activities of the liaison officers should be worked out by the chief of police and public school administrators.

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When all policy issues have been resolved, the details of the program should be communicated to every member of the police department and every teacher. It is essential that the police and teachers understand both the objectives of the program and the policies governing its operation. The program must also be explained to the students and their parents.

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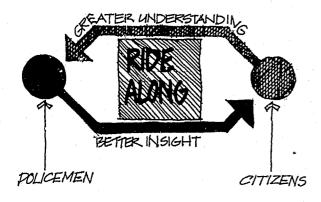
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program objectives



program description

program implementation

The major objective of a "Ride Along" program is to develop support between police officers and people living in the communities they serve. The program provides a setting in which policemen and private citizens can engage in informal discussions. As a result of this experience people will have an improved understanding of the role of the police in the community. Officers participating in the program will be able to develop a better insight into the perspective of juveniles and others who live and work in the area served by the department.

"Ride Along" is one of several programs developed to improve relations between citizens and police officers. Normally, an invitation is extended to everyone in the community to ride with policemen as they patrol their beats. In some cases, this invitation is extended through the schools and various youth organizations.

The person who decides to participate in the program comes to the police station at a prearranged time and is introduced to a police officer. He then rides along for one to four hours as the policeman patrols a beat. The person is encouraged to ask questions about police operations. At the end of his tour of duty, the officer may take him on a tour of the police headquarters building.

Plans for a "Ride Along" program should be coordinated with public service agencies that are in a position to contact citizens and to publicize the program. If there are parts of the city where policecitizen relations are notably weak, a special effort can be made to involve agencies in that area.

programs

Some police departments have attempted to use civilian reserve policemen to conduct these programs. But since one of the major objectives of a "Ride Along" program is to acquaint officers with the concerns and perspectives of the people living in the area they serve, this approach is not recommended.

To assure that this type of program will not unduly interfere with routine operations, it may be advisable to restrict the program to times when calls for service are usually at a minimum.

Persons participating in this program should be asked to sign a waiver releasing the police department and the municipality from liability. In the case of juveniles, the signature of a parent will be required.

The value of a "Ride Along" program can be greatly enhanced if the officers who participate are given an opportunity to share their impressions and observations with others in the department. It is also recommended that participating officers be brought together at regular intervals for group discussion of the program.

Prior to initiating a "Ride Along" program, all officers in the department should be briefed about the nature and objectives of the program. Participation should be on a voluntary basis, for both policemen and citizens.

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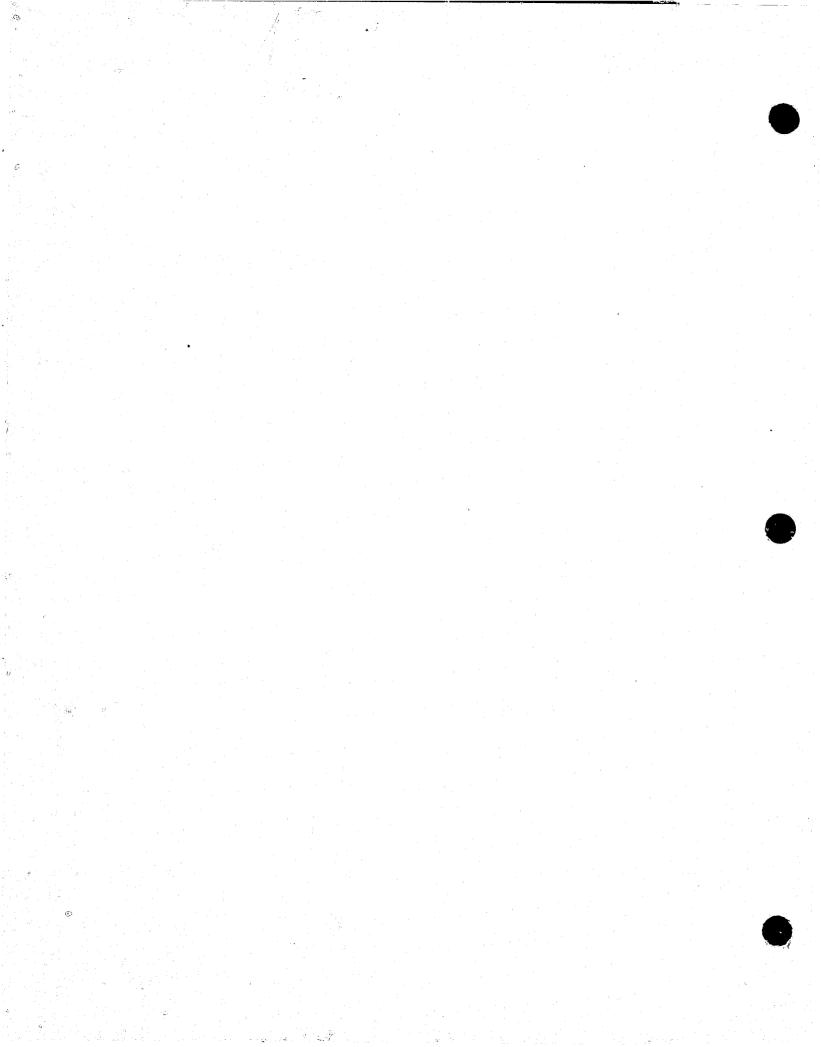
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program objectives

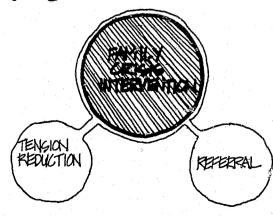
Programs of this nature enable a police department to respond more effectively to incidents involving family fights. Because intervention in this type of situation is a major source of serious injury to police officers, family crisis programs are designed to reduce the hazards involved. This type of program should also result in a substantial reduction in the amount of manpower a department allocates to this type of activity. Because assaults and homicides can often be traced to family disputes, this program also has a significant potential for crime prevention. Finally, a family crisis intervention program can result in a greatly improved police image in the community, as people become aware of the assistance the department is able to provide families.

summary of objectives

- Reduction of hazard to policemen
- Reducing manpower allocations to family dispute cases
- Reduction of homicide and assault rates
- Improved police image in the community

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program description



Family crisis intervention is one of a number of "conflict management" programs that have been developed by police departments in an attempt to improve the quality of service provided to the community. The two basic components of this type of program are tension reduction and referral. Police officers participating in this program are trained to enter a situation involving an emotionally charged dispute and quide the family toward a calm resolution of the immediate crisis. If the problem is considered sufficiently serious, the police officer is prepared to help the family obtain competent professional help. He is

familiar with all of the family service agencies in the community and with the procedures for applying to them for assistance.

program implementation

The first step in developing a family crisis intervention program is to gather enough data to assess the need for such a program. Information should be made available concerning both the frequency and the location of calls for service involving family fights. These are critical variables in determining the nature and scope of the program. If the department does not record this type of data, it will be necessary to conduct a special survey.

A department that experiences less than 50 family disputes per year may want to limit its program to training one sergeant as a family crisis specialist. He would receive intensive training in conflict management and would be expected to respond to most calls of this nature. A department with an average of 35 family fights every day might decide to train its entire patrol force to provide family crisis services.

Generally, the specialist or generalist/ specialist approach to family crisis intervention programs has not proved satisfactory. One of the chief disadvantages is that officers who are trained and assigned exclusively to this type of duty are unable to acquire the experience necessary to pursue a normal career. Another reason that departments have generally avoided the specialist approach in developing this kind of program is that they are aware that the conflict management aspect of the training can be of benefit to officers in a wide variety of situations. However, in service areas with a relatively low incidence of family fight cases, it may be practical to select one or two officers

family crisis interv.

to become specialists who will respond to these infrequent calls.

Once the need for such a program and the approach to be taken in developing departmental resources have been determined, the next stage is to prepare a tentative policy statement outlining the procedures to be followed in responding to family conflicts. Preparing a draft of the proposed policy will enable planners to specify the resources that must be developed before beginning the new program.

The project development team must conduct a survey of all public and private agencies in the planning area that provide family counseling services. This survey is made to determine the extent of the services available and the volume of cases each agency is capable of handling. Having identified agencies that are capable of providing family services, the police department must develop a close working relationship with them to assure the success of the program.

It should be recognized that most of the conflicts in which the police intervene involve families that rarely avail themselves of existing family services. Experience has shown that this is because families of this type are generally unaware of the existence of such services. If the police department is preparing to institute a program that will direct a large number of families to these agencies, they must be given sufficient opportunity to prepare for the increased work load. This is particularly important in areas where the police have not traditionally functioned in a "case finding" capacity.

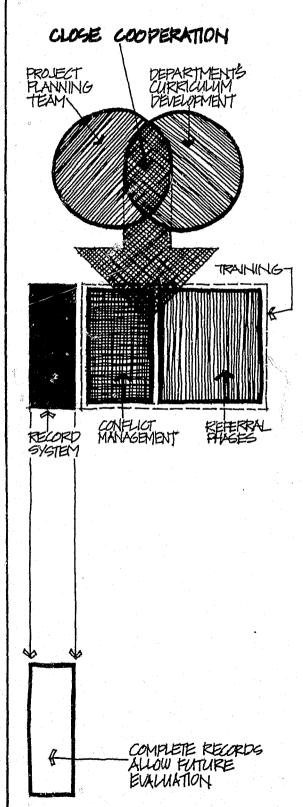
In communities where the available family services are not sufficiently developed, it may be necessary for the

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police department to work with various organizations to encourage the expansion of existing services and the establishment of new ones. Under these circumstances, the police department should perform a catalytic role. In most cases, it would not be wise for a department to attempt to develop a family counseling capability of its own.

It is normally advisable to provide training in family crisis intervention for all officers engaged in field operations. This approach is generally preferable to establishing a separate crisis intervention unit. Training should cover both the conflict management and referral phases of the program. Instruction in conflict management techniques will be useful in many areas of police work in addition to family crisis intervention.

Finally, in preparing to introduce a program of this nature, a department should develop a record system to enable the officer responding to this type of call to rapidly enter several basic items of information. The form should also include space for follow-up information indicating the action of the service agency to which the family is referred. This may involve designing a new form or modifying an existing one.

Departments with electronic information storage and retrieval systems will be able to inform the patrolman en route to a probable family fight whether or not there have been similar incidents at this address in the past, if a previous referral was made, and if so whether or not the family has participated in the programs of a service agency. The availability of complete records will also facilitate evaluation of the effectiveness of the program.

family crisis interv.

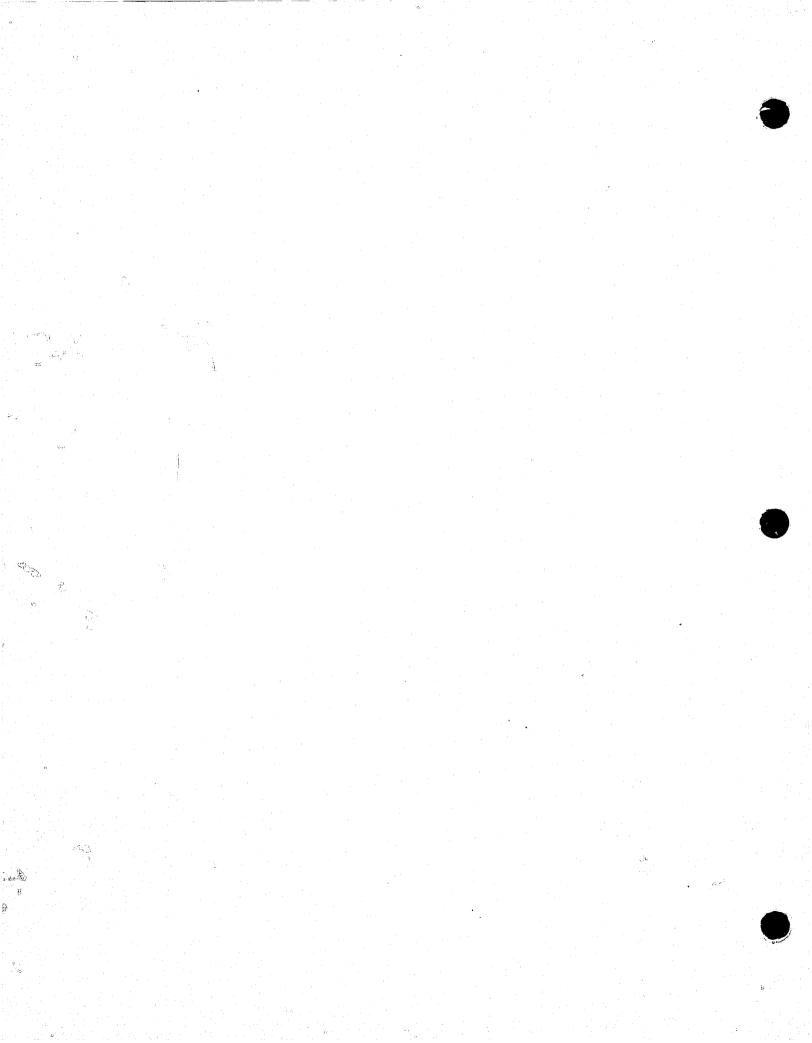
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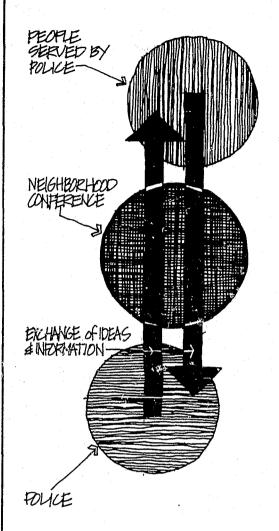
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police programs



neighborhood conf.

program objectives



program description

The chief objective of a neighborhood conference program is to provide regular occasions for the exchange of information and ideas between police officers and the people they serve. This is one of a variety of ways that mutual understanding and a strong working relationship can be developed between the police department and the community.

Because the need for law enforcement and the expectations people have of the police may vary significantly from one part of a city to another, it is essential that citizens have an opportunity to express their concerns to representatives of the police department. Neighborhood conferences are one of the most effective means a department can employ to increase its awareness of citizen attitudes and problems in various parts of the city. Information of this nature can be invaluable in forming department policies.

Another major objective of the program is to increase citizen involvement in crime prevention. Neighborhood conferences are frequently used to inform citizens of the steps they can take to reduce the incidence of crime. Meetings of this type also give police officers assigned to a community an opportunity to explain department policies and procedures to residents.

At regular intervals throughout the year, citizens are invited to participate in informal meetings to discuss law enforcement problems with the policemen serving their community. These conferences are sponsored by the police department and are held at convenient locations in all parts of the city or region served by the department. Authorities in various aspects of law enforcement and crime prevention are invited to address the groups and to answer questions. At other meetings, films of

Programs and

program implementation planning staff OBJECTIVES OF TROJECT curriculum development unit

special interest may be shown. Citizens are encouraged to raise questions about departmental policies and law enforcement problems in their neighborhood.

Before initiating a neighborhood conference program, the objectives of the project must be carefully considered and agreed upon by the department's planning staff. The program should be designed to meet specific needs, and its objectives must be understood by every member of the department.

Having identified the aims of the program, an appropriate format for the meetings should be developed. The frequency and length of the conferences should be determined as well as their optimal size. A list of the topics to be considered at the meetings should be prepared.

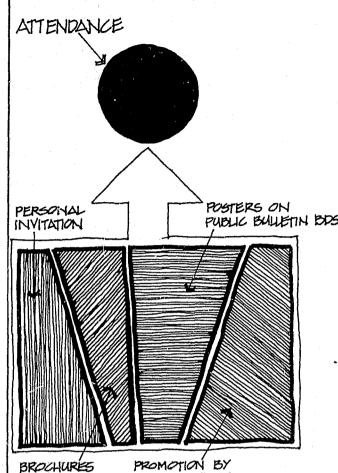
The location of the meetings is another important consideration. Classrooms in neighborhood police facilities provide an ideal setting for such meetings. In the absence of such facilities, a room in a school building or library should be considered. Some police departments have successfully used private residences for their neighborhood conferences. The living room of an apartment or private residence can provide an excellent setting for these informal gatherings. Whenever possible, the room selected should be filled to near capacity by the conference participants.

Departments that have instituted a "team policing" program should consider having the team assigned to the neighborhood conduct conferences there. This will provide an excellent opportunity for the residents of the area to become acquainted with the members of the team serving their community.

neighborhood conf.

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POLICE OFFICERS

The program should be closely coordinated with the department's curriculum development unit. It can provide films and other visual aids for use in the meetings. (See program C6s.)

When the time and place of the first conference has been determined, key individuals in the neighborhood should be personally invited to attend. Attractive posters announcing the meeting should be placed on public bulletin boards throughout the area. (See program C 8s.)

All members of the department should be thoroughly briefed on the new program. It is desirable to have as many officers as possible promote the neighborhood conferences. Officers assigned to a community where a conference is to be held should be provided with brochures for use in inviting citizens to attend.

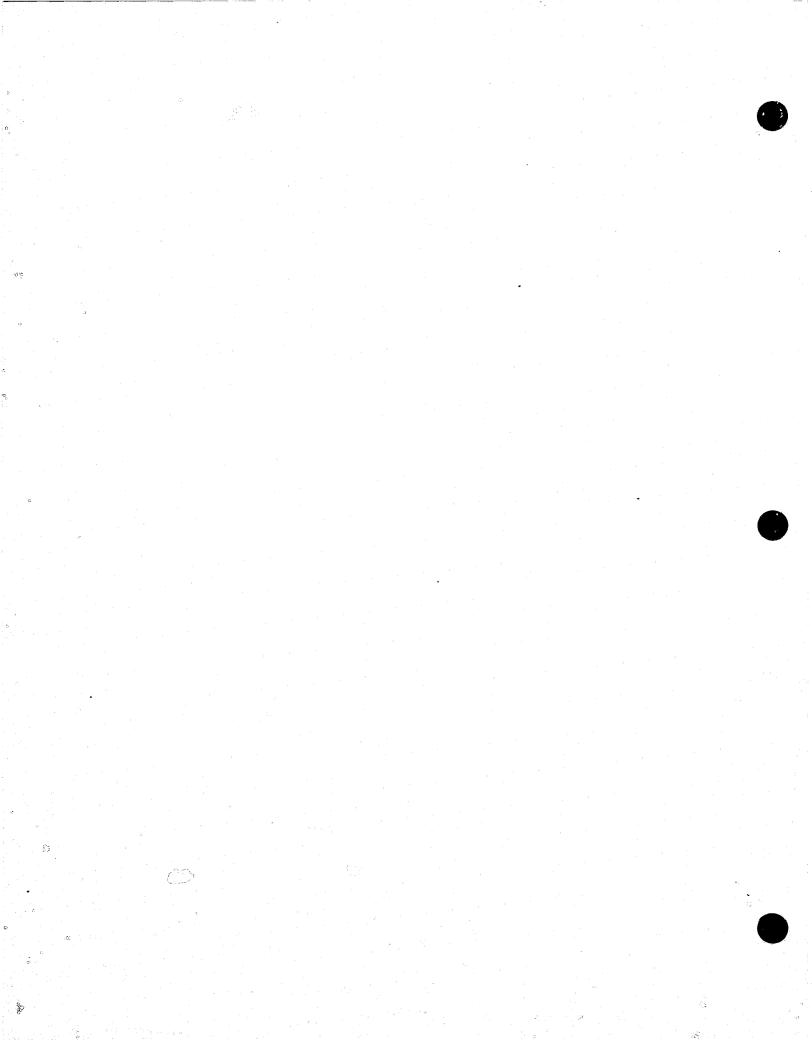
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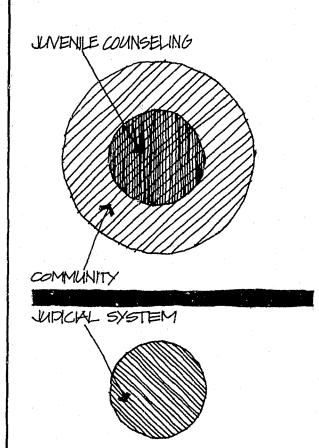
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juvenile counseling

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program objectives

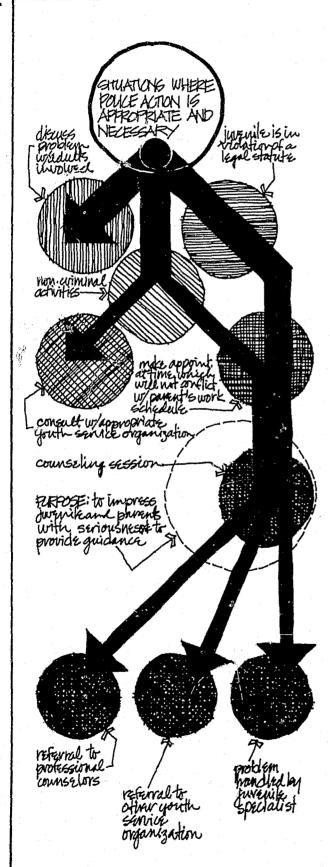


This is a delinquency-prevention program based on the assumption that a police department has a vital role to play in helping juveniles avoid activties that may result in serious judicial action. In contrast to conventional forms of "station adjustment," this program does not involve quasi-judicial hearings or the imposition of punitive sanctions. The principal objective of the program is to provide counseling and referral services to parents and their children in cases where a juvenile has committed a misdemeanor or violated a local ordinance. By developing this type of program, a police department should be able to resolve such problems at the community level and without involving the juvenile in the judicial system. The program is also designed to enable a police department to deal more effectively with juveniles whose behavior represents a clear threat to themselves or to the community.

In many (and perhaps most) cases where a juvenile violates some minor law or local ordinance, the wisest course is to ignore the action altogether. Intervention may overdramatize a trivial incident that was neither malicious nor criminal in its intent. But there are many situations where police involvement is appropriate and necessary. Included in this category are the following cases:

- Situations where a citizen has observed a juvenile breaking the law and has requested police action.
- Situations where a juvenile intentionally violates the law in the presence of a police officer.
- Situations where a juvenile's behavior presents a clear danger to

programs



his own welfare or to the safety of the community.

In many cases of this nature, the most effective response may be for the police to discuss the problem with the adults involved, advising them of ways they can assist the juvenile to avoid further difficulties. In many cases, merchants or property owners will be able to take action that will significantly reduce the probability of future problems involving juveniles. Such consultation may be an effective means of reducing delinquency in the community.

If it is determined that the juvenile involved in a delinquent act (i. e., the violation of a legal statute) is likely to benefit from counseling or referral services, the police officer should contact the juvenile and his parents and arrange for them to appear at the police department. An appointment should be made for a time that does not conflict with the parents' work schedule. Under most circumstances, police juvenile specialists should be available during the evening, on weekends, and at other times that are not likely to conflict with the work schedules of parents.

The purpose of these counseling sessions is to impress the juvenile and his family with the seriousness of the situation and to provide guidance concerning ways that problems of this nature can be avoided in the future. The counseling should focus on the specific problem that has led to police involvement. The juvenile specialist should usually not attempt to resolve problems of greater scope than the immediate problem. When major problems are identified as requiring the services of professional counselors or other youth service agencies, the juvenile officer should be prepared to make the appropriate referral.

juvenile counseling

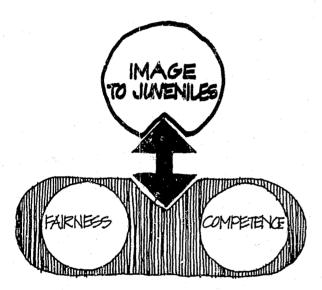
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ties still thought to require counseling or referral, the juvenile specialist should provide such services. The basic procedures followed will not differ significantly from those described above. But in many cases of this nature (i. e., children in need of supervision), a more appropriate response may be for the police juvenile specialist to consult with an appropriate youth service agency, suggesting that they intervene in the situation.

In cases involving noncriminal activi-

program implementation



An effective police-juvenile counseling program is predicated on there being a high level of rapport between a police department and the juveniles in the area being served. Therefore, the first step in establishing such a program is to assess the department's image from the perspective of the juvenile community. The desired image is one of fairness and competence in dealing with youths' problems. If deficiencies are discovered, it may be necessary for the department to institute one or more programs specifically designed to improve its image and to develop rapport between police officers and juveniles. (See programs C6f, C7f.)

Because a central feature of this program is referral to youth service agencies in the community, it will be necessary for the department to establish a viable working relationship with such agencies prior to instituting the program. If it is discovered that the required services are not available in the community, the department should cooperate with others in developing such services. The police department must recognize its obligation to serve as a catalyst to the development of required youth services.

The next stage in implementation is to

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formulate policies to guide officers in the program. Policies should include specific guidance concerning the following:

- Types of cases that are to be referred to juvenile specialists for counseling.
- Procedures for arranging appointments.
- Responsibilities of the officer initiating department intervention.

The selection of officers to staff the juvenile counseling unit is the next phase in program development. Candidates should be selected on the basis of their ability to relate well to juveniles with antisocial tendencies. The men and women selected to participate in this program should also be able to work effectively with professionals from other community service agencies.

One of the major responsibilities of the juvenile specialists will be to develop curriculum materials for training other officers in the techniques of dealing effectively with juveniles. They will also be expected to conduct training classes in this field. Therefore, they should be chosen with their competence at performing these tasks in mind.

Having selected the personnel to participate in the program, the department should arrange for them to receive special training to prepare them to engage in effective counseling and referral. Their training should include familiarization with the programs of all of the agencies in the community providing youth services.

<u>Facility Requirements:</u> In order to achieve the goal of handling juvenile

juvenile counseling

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problems in a low-key manner and avoiding overdramatization and stigmatization, the department should attempt to provide counseling areas that further this objective. (See F2o.) If it is at all possible, these programs should not be conducted in centralized facilities that house technical and administrative operations. Community Police Stations of the type discussed elsewhere in the <u>Guidelines</u> should have an area specifically designed to meet the special needs of this type of program. (See Dlf.)

A juvenile and his parents should be able to enter the building and meet with a counselor without coming into contact with any of the other operations in progress. The counseling area must provide an inviting setting that affords privacy and an atmosphere conducive to open discussion. If a reception and waiting area is necessary, it should be designed and furnished to relieve anxiety.

<u>Iuvenile Records:</u> The maintenance of adequate departmental records is an important consideration in the operation of an effective juvenile counseling program. A standard form should be developed that will allow the officers involved to record all the information needed to make an appropriate referral. Because no judicial action is involved, there is no reason to include a statement of the nature of the offense in the record. The officer initiating the action should brief the juvenile specialist prior to the counseling appointment so that he will be familiar with the circumstances that led to police intervention in the case. The form developed for use in this type of program should provide space to record information about the referral decided upon.

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air surveillance

background

In an effort to upgrade the quality of the services they offer to the community, many police departments are making increasing use of aircraft in support of field operations. Although many of the possible applications of aircraft have not yet been fully explored, it is evident that they will play an ever-increasing role in law enforcement in the years to come.

Air surveillance flights, used in conjunction with ground patrol units, have proven to be an extremely effective means of crime suppression. In remote areas that were formerly very difficult to reach, the presence of police aircraft has been found to result in a substantial reduction in the incidence of vandalism, burglary, and other forms of criminal activity.

The ability of aircraft to rapidly shift from one part of an operational area to another, unencumbered by traffic and the other obstacles with which ground patrols must contend, normally results in a significant reduction in police response time. Aircraft are also extremely valuable in pursuing persons fleeing from the scene of a crime. In apprehending criminal suspects, the presence of an air-patrol unit overhead can be a great asset, contributing to both the efficiency of the operation and the safety of the officers on the ground.

Police aircraft are being increasingly used as "sky platforms" for the covert observation of criminal activities. In metropolitan areas, a single-engine craft cruising at altitudes in excess of 1,000 feet is unlikely to attract the attention of persons on the ground. It can thus be used to observe various types of criminal activity, and to alert investigators when it is appropriate to initiate an arrest. In some situations, officers in charge of criminal investigations find that they can coordinate the movement of ground units more effectively from the air. Therefore,

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aircraft are frequently used as mobile observation and command posts.

It has been estimated that observers in air surveillance units can see an area eight to ten times the size of that visible from a patrol car. Thus, the use of aircraft greatly improves the ability of the police to effectively engage in crime suppression patrols and to quickly identify suspicious activity in the areas they serve.

Administrative and Technical Service Centers supporting law enforcement operations in widely dispersed communities can often utilize aircraft to improve the efficiency of various auxiliary programs. (See D2f.) If forensic scientists and evidence technicians can fly to the scene of a crime in a matter of minutes, the possibility that critical items of evidence will be lost or contaminated is greatly reduced. reduction of travel time that results from the use of police aircraft also enables technical program staff to service a much larger proportion of the crime scenes in their area of responsibility than would otherwise be possible.

In addition to the applications suggested above, air surveillance patrols have proven extremely valuable in the following types of police operations:

- Searches for missing persons
- Emergency evacuation in remote areas

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- Traffic enforcement
- Crowd control
- Air and water pollution patrol
- V.I.P. security
- Crime prevention surveys

air surveillance

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program objectives

An air surveillance program can assist a law enforcement system in achieving six basic objectives:

- Reduced emergency response time
- Increased safety of police officers
- More efficient utilization of evidence technicians
- Improved observation capability
- More effective pursuit capability
- Greater visibility of law enforcement in the community

program implementation

An important preliminary step in the development of an air surveillance program is to determine the types of missions that are likely to be assigned to the flight unit. The possible uses of aircraft in each of the auxiliary and field service programs currently being conducted must be considered. Each type of mission that is likely to be flown should then be ranked in terms of its probable frequency and its operational priority. This statement of anticipated utilization will provide a sound basis for answering many of the questions that are likely to arise prior to initiating the program. Having determined the ways in which the aerial surveillance unit will be used in support of law enforcement operations, the planners will be in a position to begin evaluating various types of aircraft that might be selected for use in the program. The development of performance specifications for the aircraft is an extremely important task. At this stage of the planning process, planners should obtain the services of an aeronautical engineer who is familiar with all of the models of aircraft used in military or law enforcement surveillance operations.

A basic decision which must be made is whether to use helicopters or fixed-wing

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aircraft. The advantages of both types of aircraft should be carefully weighed before reaching a final decision. Law enforcement organizations that have had experience with both types should be consulted.

The chief advantages of fixed-wing aircraft over helicopters for police operations include the following:

- Longer intervals between refueling stops
- Lower maintenance costs
- Provides a more stable platform for observation
- Greater speed for pursuit and for movement from one area to another
- Less pilot fatigue
- Greater passenger and cargo capacity
- Lower noise levels
- Greater operational safety
- Less training required for crews

The chief advantages of helicopters over fixed-wing aircraft include the following:

- Ability to operate under lower cloud ceilings, and when visibility is lower
- Ability to land on open fields, parking lots and on roof tops
- Ability to hover

In addition to selecting the aircraft to be used, the program planners must give careful consideration to the types of accessories with which the plane will be equipped. Basic surveillance gear should

air surveillance

include high power binoculars and illuminated lap-boards for the observers. High-intensity lights mounted on the undersurface of the aircraft will greatly improve the effectiveness of the program during hours of darkness. It is also desirable to equip the plane with a public address system that will allow the observers to communicate with the ground.

The close coordination of air and ground units is essential to the success of the program. Therefore, the aircraft must be equipped with a radio system that will assure immediate exclusive communication with patrol vehicles on the ground. In addition to selecting equipment consistent with this objective, it may be necessary to acquire supplementary radio frequencies or to re-allocate the agency's present frequencies.

The selection of program staff is the next step in the planning process. Standards for both pilots and observers must be established. In addition to a FAA commercial aircraft rating, pilots selected should have several years of experience in conventional law enforcement operations. For this reason, it may be desirable to train police officers to fly the aircraft that will be used in the program.

There are many advantages to having two pilots on board during all aerial surveillance missions. This is particularly true if fixed-wing aircraft are used. In this way, an aircraft can remain in the air for six to seven hours with the two crew members alternating as pilot and observer. This is an important consideration in reducing pilot fatigue.

In the event that helicopters are used, the length of the average mission will generally be sufficiently short to eliminate the requirement for two pilots on each flight. A flight crew consisting of bolice programs

one pilot and an observer shoud be adequate.

If it is decided not to use pilots as observers on air surveillance missions, it will be necessary to select and train a group of officers to perform this task prior to initiating the program. Rather than training a special unit of observers it may be preferable to give a large number of the officers in the agencies served by the program an opportunity to acquire air surveillance skills. If this approach is adopted, two or three officers should be selected as observer trainers. Working with the curriculum development unitathey would be responsible for planning and conducting a course in surveillance and air operation for program participants other than pilots. (See program C6s.)

The success of an air surveillance program will depend to some extent on the way in which it is initially presented to the law enforcement community. Every effort must be made to foster a close working relationship between air and ground units. The development of an efficient air-ground radio communications system will be an important means of sustaining this relationship. Large illuminated numerals painted on the tops of patrol vehicles will facilitate identification of units from the air. This is one of the methods that are commonly used to improve communication between ground patrols and air surveillance units.

Orientation flights for all police officers who will be supported by the air patrol missions are highly recommended during the early stages of the program. Once the program has been fully established, pilots and observers should be required to attend roll call briefings prior to each shift. It is important that opportunity be provided for discussion between officers

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operating in patrol vehicles and the crews assigned to air surveillance flights. For this reason, pilots and observers should normally report for duty at least thirty minutes prior to the beginning of each shift.

Many air surveillance programs will be supporting officers operating out of three or more community police stations. (See D1f.) In this case, flight crews should attend roll call briefings at different stations on successive days. This requirement is more easily met in programs using helicopters. Helistops can often be located adjacent to community police stations. However, attendance at briefings in each of the community police stations supported by the air surveillance program should be arranged even when fixed-wing aircraft are used.

Presentation of the program to the public is another extremely important element in establishing an air surveillance operation. The merits of the program should be carefully explained in the press and in radio and television programs. (See C8s.) Arrangements should be made for pilots to make guest appearances at police-neighborhood conferences and in local schools. (See C6f and C9f.)

One factor which has been found to be a significant determinant of the degree of public acceptance of an air surveillance program is the noise level of the aircraft used. In the event that helicopters are used it will usually be necessary to modify the tail rotor mechanism in order to reduce the sound to an acceptable level.

Air surveillance programs are extremely costly operations. The overall expense of operating a fixed-engine aircraft 100 hours a week can exceed the cost of maintaining several two-man patrol vehicles in the field on a 24-hour basis.

For this reason, relatively few police departments will be able to afford to establish an air program without assistance from the other agencies. Therefore, mutual cooperation between police agencies in developing air surveillance programs is generally required. For optimal cost efficiency, a single aircraft should be used to support approximately fifty patrol units on the ground and cover an area of at least 100 square miles. Due to their greater speed and endurance, fixed-wing aircraft can generally serve widely dispersed communities with greater effectiveness than nelicopters.

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introduction

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Facility planning and design should normally take place during the sixth and final phase of the law enforcement system development process (see Section B, pp. 3.10 - 3.11). This will make it possible for the architects and planners to design facilities that are consistent with the department's long-range plans for organizational development and upgrading police services in the community.

The material contained in this section of the <u>Guidelines</u> is intended to be used by police administrators, planners, architects, and others who are concerned with evaluating existing facilities and developing plans for new buildings. The section includes a broad range of basic architectural and planning concepts which apply to various aspects of the facility evaluation and development process.

THE FACILITY PLANNING PROCESS

A general planning strategy that can be used in designing all types of law enforcement facilities is outlined in the first part of Section D. The role of technical consultants, citizen volunteers, architects, and others who are involved in the facility planning process is discussed in this section.

In every situation it will be necessary to develop an approach to the problems of facility planning that is consistent with local conditions. Variations in the availability of planning resources will result in the modification of some of the concepts presented in this section.

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mended are intended to be used as a basis for organizing and conducting facility planning projects.

GLOSSARY OF ARCHITECTURAL TERMS

Communication between participants in facility planning projects is often made more difficult by the fact that they are assigning different meanings to technical terms. This problem may arise because of differences in professional backgrounds.

The terms included in this glossary are words that are commonly used by architects and others in the construction industry. It will be helpful if all of the participants in the facility planning process can familiarize themselves with these terms at the beginning of the project.

PLANNING CONCEPTS

A variety of specific architectural considerations are discussed in the third part of Section D. The relevance of each of these architectural and planning concepts to law enforcement facility design is described.

The material included in this section should be particularly helpful to police administrators and others who have limited experience with the technical aspects of the design process. An effort has been made to incorporate the latest design concepts into the statements contained in this part of the Guidelines.

GENERIC FACILITY TYPES

Five basic types of law enforcement facilities are described in the fourth part of Section D. The specific architectural issues which must be resolved in developing plans for each facility type are discussed.

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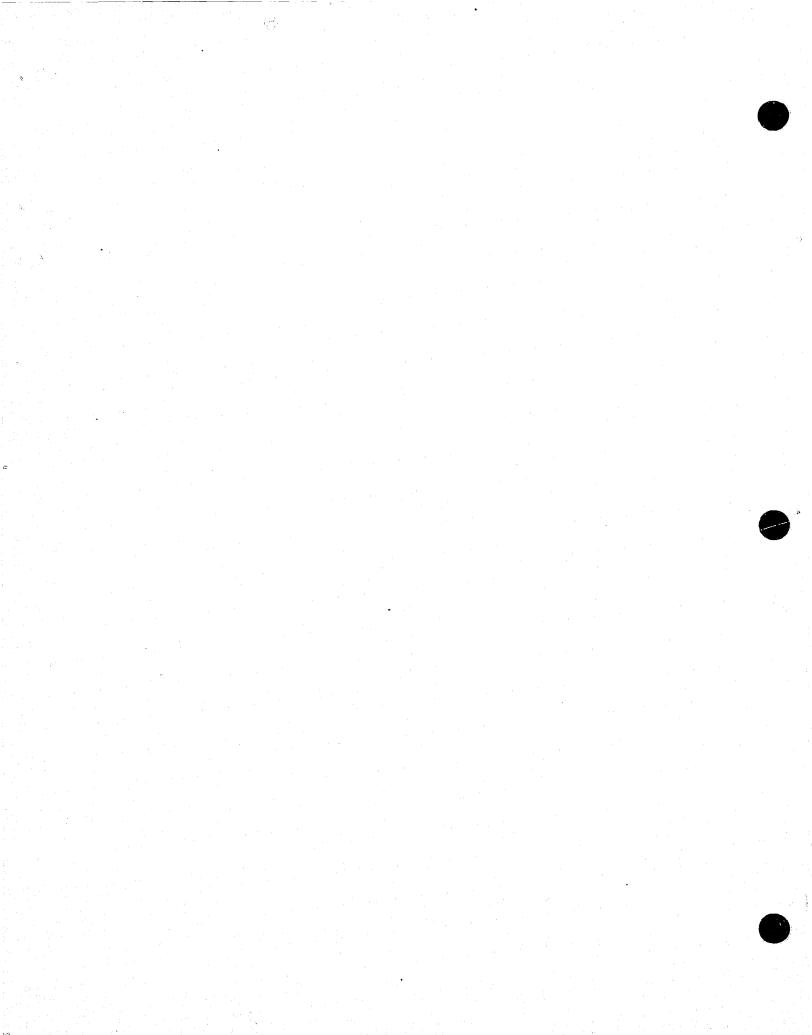
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HYPOTHETICAL FACILITY NETWORKS

Individual police buildings should be seen in the context of a larger criminal justice facility complex. Hypothetical networks that might be developed in four geographic areas are described. The materials presented in this section are intended to serve as models for the development of comprehensive networks of functionally interrelated criminal justice facilities.

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INTRODUCTION

Along with schools, hospitals, churches, libraries, a post office, and the city hall, a police station is one of the most important public buildings in a community. In its design and architectural character a police facility often has a significant impact on the image of law enforcement in the community. It can also have a direct influence on the morale and operational efficiency of police department employees. A police station should be a source of pride for the members of the department as well as for those who live and work in the area surrounding it.

In both its location and design a police station should reflect the spirit and operational philosophy of the department. Those who pass by or enter the building should be reminded of the community's commitment to modern law enforcement methods.

If a police station is to fulfill these requirements, every detail of the building must be carefully planned. A site that will provide the most effective setting for this type of facility must be selected. The architectural character of the station should be entirely consistent with the design of other public buildings in the community.

The planning process outlined on the following pages is intended to assist police administrators, architects, and others who are concerned with developing facilities that will be compatible with modern law enforcement practices. In many

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cases the architectural plans that emerge from this process will result in police facilities that are significantly different from those that have traditionally been used by American police departments.

CHARACTERISTICS OF MODERN LAW ENFORCEMENT FACILITIES

A variety of types of facilities are used in contemporary law enforcement systems. Different design criteria must be considered in the development of plans for each distinctive type of facility. However, there are five basic qualities that should be incorporated into the design of all police facilities regardless of their scale or specific function. Each of these five elements should be considered in planning the overall structure as well as in the development of plans for the rooms and work areas within the building.

Economy: The design of a police facility should be based on the most effective and economical use of available resources. Space allocations and other design specifications for each part of the building should be based on an analysis of present and future operations. Similarly, the amount of equipment and furniture installed in each area should be determined on the basis of well documented operations research.

Whenever law enforcement facility needs are under consideration, alternatives to building a completely new structure should be carefully evaluated. In many situations the renovation and structural modification of an existing building may provide a practical and economical solution to the need for a modern and expanded police facility.

2 <u>Flexibility:</u> The design and construction of all the major operational spaces in a police facility should allow modifications to be

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made without excessive cost. Thorough planning before constructing a new building should eliminate the need for changes in interior space arrangements during the first ten years of occupancy. As operations come to be modified or expanded and new department programs introduced, significant structural changes may be needed. Therefore, the design of the building must be sufficiently flexible to respond to these unanticipated requirements.

In order to achieve maximum flexibility, open planning techniques should be used in most parts of the building. Demountable partitions should also be considered as a means of rapid response to changing space requirements during the lifetime of a police building.

3 Security: The overall design and physical layout of a police station should contribute to the physical safety of those who work there. The design should incorporate a variety of features that will reduce the possibility of sabotage or vandalism. However, none of these features should be readily apparent to persons passing by or entering the building. Nothing in the appearance of a police facility should suggest that the department is in any way concerned with security.

The design of a police station should eliminate the need for persons working in the building to be overly concerned about their personal safety. The arrangement of the various entrances and circulation areas should make it possible to control public access to all parts of the building with a minimum of inconventience.

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Attractiveness: A police station should provide a pleasant working environment for the people who are employed there. Colors and textures should be combined with effective lighting to produce an interesting and inviting atmosphere. Few factors are more important to the maintenance of high morale among police employees than is the aesthetic quality of their facilities. The interior design of all operational areas in a police building should reflect an image of professionalism and efficiency.

The contemporary emphasis on developing a closer working relationship between police departments and the larger community underscores the importance of attractive facilities. The architectural design of police stations should encourage the public to make frequent use of those facilities. Monumental designs with imposing entrances are no longer considered appropriate for community police stations. The application of this principle can be seen in the design of banks, branch libraries, and many other kinds of public buildings.

Operational Efficiency: All of the operational areas contained in a modern police station should be designed in a manner that will promote a highly efficient work-flow. Plans for each area should be developed only after a thorough analysis of the tasks that will be performed in that part of the building. This analysis will require architects and all others involved in the design process to be familiar with the details of all major departmental operations.

The relationships between the various areas incorporated into a police facility should reduce to a minimum the amount of effort required to complete routine operations. Functional relationships within the organization should be reflected in the placement of interior spaces. Movement between work areas should not interfere with operations being conducted in other parts of the building. Every detail of a police facility should

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be consistent with the goal of maximum operational efficiency.

RELATIONSHIP OF FACILITY DESIGN TO SYSTEM MASTER PLANS

Under normal circumstances, considerations related to facility design should be deferred until a master plan for the development of a comprehensive law enforcement system has been developed. Facility design and construction should be seen as part of the final phase of the law enforcement system planning process. The earlier stages of this process are described in detail in section B of the Guidelines.

One of the major issues that should be resolved in the course of developing a system master plan is the degree of centralization that is desired in conducting various police operations. A system master plan may call for the development of various staff and auxiliary programs be conducted in an Administrative and Technical Services Center (see section D2f). The plan may call for a network of decentralized facilities to serve as a base of operation for most field service programs.

The development of a higher degree of cooperation between police departments in establishing and maintaining technical support programs will have far reaching implications for the design of law enforcement facilities. System master plans in most cases will involve a number of separate police departments serving adjacent communities. Therefore, the design of a police station in any one of those communities should reflect the involvement of that department in the interagency law enforcement system. (Criminal justice facility networks are described in section Dl-4n.)

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The facility planning process should be preceded by a thorough analysis of all proposed and existing programs. The programs that will be conducted in the facility along with those that will use the building as a base of operation should all be identified. The present and future law enforcement needs of the area to be served by the facility should be carefully evaluated. An effort should be made to determine the extent to which each category of police service will be expanded or modified in future years. Failure to anticipate the growth of departmental programs is a major source of premature obsolescence in police facilities. The development of new programs is another common cause of overcrowding in police facilities. A comprehensive system master plan should include accurate projections of future program development.

OVERVIEW OF THE FACILITY PLANNING PROCESS

The facility planning process can be divided into two basic phases. During the first phase design criteria for the total structure and for each major component within the building are determined. Critical information that will be used in the later architectural phase of the process is assembled and basic policy issues resolved. The purpose of this pre-design phase is to translate the department's present and future operational requirements into a statement of facility needs. Many of the decisions that will determine the approximate size and architectural character of the proposed facility are made during this phase of the process.

The second phase of the facility planning process consists of architectural programming and the development of the schematic design and other construction documents. At the completion of this phase the agency or municipality will be in a position to

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enter into negotiations with contractors and to invite bids on the project. It is in this phase that detailed architectural drawings are prepared and plans for site development completed.

PARTICIPANTS IN THE FACILITY PLANNING PROCESS

project planning team:

The first step in the facility planning process is to establish a project planning team. This group will be responsible for developing the design specifications for the proposed building. It must assemble all of the data and basic documents that will be used by the architects during the later programming and design phase of the planning process.

The size of the planning team will vary depending on the scope of the project. It will also depend, to some extent, on the amount of time the members of the team are able to devote to planning activities.

Approximately half of the members of a police facility planning team should be professionals in law enforcement or related criminal justice fields. In most situations this portion of the team can be selected from the staff of the police department. The other half of the planning team should be made up of citizen volunteers. They should be selected on the basis of their interest in improving police services in the community and their ability to devote time to a project of this nature.

department planning officer:

It is usually appropriate for the police chief to assign one of the senior members of his department to work directly with the project planning team throughout the pre-design phase. In order to devote the time required to gathering the data that the planning team will need, this

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person should be relieved of most other duties in the department. The police department planning officer is the person who would normally be assigned to this function.

police department employees: Although it is the responsibility of the project planning team to bring together the various documents and information that will be needed during the pre-design phase, many members of the police department will be asked to become involved in the planning process. They may be asked to conduct special surveys pertaining to the operations in which they are engaged. Before the predesign phase has been completed all of the officers and civilians who will eventually use the new facility should have been given an opportunity to make suggestions to the project planning committee. The chairman of the committee should designate one member to elicit written suggestions from all employees of the police department. Those who are engaged in conducting specific programs are often an excellent source of ideas for developing the design criteria for the facilities needed for those operations.

> Project planning teams charged with developing basic design criteria for an interagency Administrative and Technical Services Center (see section D 2f) should be composed of representatives from each of the departments that are expected to use the resources of the facility. The team should also include citizen representation from each municipality whose police department will be served by the staff of the ATSC.

professional consultants: Police facilities often contain technical components that will require the planning assistance of professional consultants. This is particularly true of a police headquarters facility or an ATSC. The project planning team should consult with technical experts in developing equipment specifications and design criteria for the following facility components:

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- Firing ranges and weapons training areas
- Crime laboratories
- Communications center
- Microfilm processing areas
- Photographic laboratories
- Television production studios
- Computer key punch and terminal access areas
- Vehicle and electronics maintenance shops

Another major participant in the facility planning process is the architect. Although most of the architect's input into the project will come during the programming and design phase, it is generally advisable for him to become involved during earlier phases of the process. He should participate in the deliberations of the project planning team and make himself available to the members of that group as a technical consultant. Therefore, it is recommended that an architect be selected early in the facility planning process. This will give him ample opportunity to acquaint himself with the system master plan and with the various programs currently conducted by the police department.

The basic architectural services provided for in a standard contract include the following:

- Schematic design
- Design development
- Preparation of construction documents

the architects:

- Bidding and negotiation with construction contractors
- Administration of construction contracts

Police buildings are often very complex structures incorporating a large number of functionally interrelated components. The level of complexity is particularly great in the case of a police headquarters facility or an ATSC. Both of these types of buildings tend to be far more complicated and demanding in their architectural requirements than is the average hospital or secondary school building. Therefore, it will be necessary for the architect to engage in extensive programming and project analysis before he begins to develop preliminary schematic designs.

In preparing a contract for architectural services it is recommended that the Architect's Handbook of Professional Practice1 be consulted. "Project analysis services" and "design and planning services" are discussed in Section 9, page 12 and Section 20, page 2 of the 1972 edition of the Handbook. A contract for architectural services for a police facility should normally include a clause requiring a space analysis and survey of user needs for each operational component. This implies programming services that are somewhat more extensive than those normally provided under a standard architectural contract. In some cases it may be advisable to obtain the services of someone other than the architect to conduct a space analysis and a survey of user requirements. The documentation which should be made available to the project planning group prior to the time the architect begins work on preliminary schematic designs is discussed below.

American Institute of Architects, <u>Handbook of Professional Practice</u>, (Washington, D. C.: A.I.A., 1972).

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FACILITY PLANNING PROCESS: PRE-DESIGN PHASE

The project planning team should first consider the general character of the proposed facility. They should begin listing the major components that will probably be incorporated into the building. Assuming that the work of facility planning is undertaken during the sixth and final stage of the law enforcement planning process, they should consult the system master plan to determine the relationship of the proposed building to other facility components in the total system. (See section B3 for a detailed description of the preceding five stages in the planning process. Note especially the diagram of the six phase process appearing on pp. 3.10-3.11.)

There are five types of law enforcement facilities that should be considered in determining the basic character of the proposed building — police headquarters or Administrative and Technical Services Center (ATSC); independent police station; community police station (CPS) or satellite facility neighborhood walk-in facility; criminal justice training academy. Each of these five facility types is described in subsequent parts of section D.

Having determined the basic character of the proposed facility, the planning team should next develop a set of criteria that will be used to evaluate proposals presented during the later stages of the planning process. They should consider using the planning principles that were formulated during Phase 2 of the law enforcement system planning process. (See pages B 3.27-3.34.)

It is the responsibility of the chairman of the facility planning team to ensure

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that a consensus has been reached concerning the evaluation criteria before proceding to the next phase of the planning process. These criteria will be used to evaluate the design features that are proposed for each part of the building. They will also be used in the site selection process. (See section B 4 for examples of planning principles that might be adopted in this context.)

The planning group should now be in a position to prepare a complete list of the major facility components that will be incorporated into the proposed building. This should not be a list of specific rooms. Rather, it should include general operational areas and work spaces. The following are components that might be included on such a list:

- Lobby/Reception Area
- Criminal Identification Area
- Juvenile Operations Area
- Booking and Temporary Holding Area
- Detectives Work Area
- Professional Staff Center (see section F 80.)
- Communications Center
- Evidence Analysis Lab and Storage Vault
- Research Library
- Planning and Evaluation Area

Each of the components included on this list should be analyzed to determine whether or not it is appropriate to the type of facility for which the plans are being developed. The possibility of eliminating certain components in order to improve space utilization or to enhance the character of the building

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should be considered. The possibility of alternative arrangements for the following types of facility components should be considered:

- Property storage Can a warehouse located in some other part of the city be used for this function?
- Cell block Is a central lock-up or intake service center available for detaining arrestees for periods greater than four hours?
- Firing range Are alternative facilities available for conducting routine weapons training?
- Vehicle maintenance garage Can this function be performed in facilities located in some other part of the city?

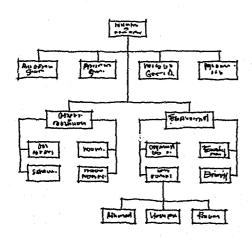
Elimination of any one of these components will have a significant impact on the scale and architectural character of the proposed building. It will also influence the overall cost of land acquisition and construction.

Once tentative agreement has been reached concerning the major components that are to be incorporated into the proposed building, the facility planning team should begin to develop design criteria. During this phase of the process the facility requirements of each operation that will be conducted in the building will be thoroughly evaluated. Much of the data that will be required to accomplish this evaluation should have been gathered during earlier stages of the system planning process (see Section B, pp. 3.27-3.34). The task of the planning team will be to apply this data to the development of design criteria for each of the facility components.

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ORGANIZATION CHART.



There are five basic planning documents that will be required at this point in the process. These documents will also be critical in the later programming and architectural design phases of the facility planning process. Therefore, the planning team should attempt to prepare these documents proceeding with the development of facility design specifications.

Organizational Chart: This chart should include all programs or operational components that will be assigned space in the proposed facility. If the system master plan (see Section B, pp. 341-346) calls for the development of additional department programs at a later date, these organizational components should be indicated on the chart. The probable dates for the activation of new programs should also be included on the chart. A ten-year frame of reference should be used in preparing the organizational chart. This will give the planning team and the architect a clear concept of the organization as it will be structured ten years after the proposed building is completed.

In developing organizational and program projections in the context of the facility planning process, it is important to take into account the amount of time required to complete proposed building. In some cases the planning, design, and construction process may require more than five years. Projections should normally be based on the ten-year period following initial occupancy of the building.

Table of Personnel and Equipment: Effective facility planning must be guided by a clear understanding of the future scale of all organizational units that will be conducting operations in the proposed building. Therefore, a table indicating the number of department employees assigned to each of the operational components on the organizational chart should be prepared. This table should

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also indicate all of the major items of furniture and equipment that are located in the area of the building that is used for each operation.

The table of personnel and equipment should be divided into three vertical columns (see example below). The first column contains tabulations of personnel, furniture, and equipment in the existing organization. The second column contains projected figures for the time the building is expected to be completed. Column three should reflect organizational manpower and equipment ten years following the date of initial occupancy.

SAMPLE :

page 15 TABLE OF PERSONNEL AND EQUIPMENT			
Investigation Division	Existing Organization	Initial Occupancy (1978)	Ten Year Projection (1988)
Chief of Investigation	1	1	1
Administrative Secretary	0	1	1
Supervisor	0	1	3
Detectives	4	6	15
Clerk / Typiet	2	3	8
Filing Cabinet	8	12	18
Desk	8	10	26
Storage Vault	0	1	4
Storage Vault Weapons Locker	0	1	1

Data in this table should be based on program projections contained in the system master plan. Although the ten year concepts



personnel and equipment projections are subject to revision they will provide a reasonably accurate basis for determining facility requirements.

Department Policy Manual: Both the facility planning team and the architect will require a written statement of the routine procedures followed in conducting each major program. This information is normally contained in a police department policy manual.

In the absence of such a document, the person in charge of each organizational unit should be asked to prepare a brief description of the procedures followed in conducting the programs for which he is responsible. He should also prepare a statement of operational objectives.

It is the responsibility of the members of the planning team to familiarize themselves with the standard operations conducted by the police department. The process of developing an up-to-date policy manual will assist them in accomplishing this objective. The architect will also use this document in familiarizing himself with department operations during the programming phase of his work.

Security Plan: This document should contain a statement of the procedures that will be followed to insure the safety of personnel and equipment in the proposed building. The plan should include a description of the way the public will be received and handled while in the building.

All operational areas in the proposed facility should be divided into two or more security classifications. This will assist the architect in grouping facility components according to the degree of security risk involved. Equipment and activities that are particularly vulnerable to sabotage or vandalism should be noted in the security plan.

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Guidelines for Public Tours of the Building: There are many benefits to be derived from conducting complimentary tours of police facilities. Therefore, the planning team should give careful consideration to the procedures that will normally be followed in escorting groups through the proposed building.

A list of operational areas that will be routinely shown to the public should be prepared. Circulation spaces within the building should be arranged to facilitate tours of this nature. Proper design will enable the department staff to conduct tours without disrupting operations or jeopardizing building security.

Having prepared these five basic documents the planning group should begin to develop design criteria for each of the major operational areas that will be included in the proposed building. For planning purposes, programs that will be conducted in a common operational space should be grouped together. Programs that are functionally interrelated but that require separate areas should be so designated . In this way the planners will be able to identify the specific facility components that must be incorporated into the building. They will also have a clearer understanding of the spatial relationships that must exist between the various operational areas. (An example of a diagram showing the functional relationships in a large Administrative and Technical Services Center can be found on page B 8.5.)

When the programs and operations that will be conducted in the various parts of the building have been diagramed, the planning group should prepare a facility component specification sheet for each major area. The purpose of these sheets will be to assist the architect in developing a program and in preparing schematic drawings.

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FACILITY COMPONENT SPECIFICATION SHEET			
Area Designation			
Activities:	Ambience:		
	→		
Occupancy: Category 1	Category 2		
total 1=	total 2=		
Furniture and Equipment: Quantity Type	<u>Size</u>		
Architectural Features:			
Spatial Relationships: Close proximity desired	Close proximity not desired		
Estimated Area Required:			

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The format of a facility component specification sheet should contain eight basic elements. The following information is provided to assist the members of the planning group in preparing this type of document.

Area Designation: This should be a brief identifying label for the operational area. It should not include a detailed description of activities or operations that will be conducted in this part of the building.

Activities: A complete list of all program-related activities should be included in this section. These items should be very clear and concise. Examples of activity descriptions that might be entered in this space include the following: 5-10 man planning sessions, confidential interviews between detectives and informants, reading and report preparation, temporary detention of arrestees.

Ambience: This space is sued to describe the general mood or character that is desirable in this part of the building. Examples of adjectives that might be used in this section include the following: dignified, quiet, warm, efficient, informal, and inviting.

Occupancy: By reviewing the projections contained in the table of personnel and equipment the planning group should be able to develop accurate estimates of the number of people who will occupy each part of the building under normal operating conditions. The police manual should be consulted in order to determine the number of people occupying various parts of the building in times of emergency or increased operational readiness. The estimates should be based on the date of initial occupancy for the proposed building.

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The statement of expected occupancy consists of two parts. Category 1 includes all departments who will normally be assigned to the area during peak work periods. Category 2 includes officers and civilians other than those assigned to the area.

Architectural Features: A list of all of the major built-in features considered essential for the efficient operation of the programs conducted in this part of the building should be prepared. Items that might be entered under this heading include shelves, cabinets, storage vaults, service counters, and sinks.

Furniture and Equipment: All major items of furniture and equipment that will be required to conduct operations in the area under consideration should be listed in this part of the sheet. The table of personnel and equipment should be used to determine the items that will be required at the time the building is completed. Manufacturer's specification sheets should be consulted for the dimensions of all new items that will be installed in the area.

Spatial Relationships: The degree of proximity that is between this area and other parts of the building should be indicated here. If the area should have direct access to a restricted entrance or to a sally port, this fact should also be noted. This data will assist the architect in preparing a relationship matrix for the proposed building.

Estimated Area Required: The following factors should be considered in developing estimates of the total amount of space that should be allocated to each facility component:

 Total number of people occupying the area during peak work periods. (This estimate should be for ten years after the date of initial occupancy.

- Equipment and furniture required for the operations conducted in the area.
 This estimate should also be based on a ten-year projection.
- Nature of the activities that are expected to take place in this component of the building.

In preparing estimates of space requirements it is advisable to obtain the services of an architect or engineer with considerable experience in this field.

Normally, a range of probable space requirements should be stated, rather than a specific figure. The architect who will eventually use this information in preparing schematic designs should be given maximum leeway in determining the actual size and configuration of each facility component.

It should be noted that the overall size of the proposed facility cannot be determined by adding together the estimates of area requirements contained on the component specification sheets. Additional space for utilities and circulation may amount to more than thirty percent of the area required in the proposed facility.

Two of the surveys described in Section A of the Guidelines can be used to obtain data that will assist the planning group in determining future requirements for temporary holding facilities. The survey of persons detained for public intoxication (A9) will provide an accurate measure of current department practice. Police departments have traditionally been given the responsibility of providing custodial services for persons suffering from the effects of excessive drinking. However, in a growing number of communities detoxification clinics are now available to cope with this problem. One of the main reasons that these agencies have been developed is to give police

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departments a practical alternative in dealing with the problem of public inebriety. Before deciding on the amount of space that will be required for detaining intoxicated persons, the planning group should investigate the availability of detoxification services in the community. Local affiliates of the National Council on Alcoholism can be very helpful in this area.

A second survey that will assist the facility planning group in evaluating the need for temporary holding facilities is A 11. This is a survey of adults held in police custody for periods of up to four hours. The policy recommendations of the system master plan should be reviewed to determine their potential impact on processing arrestees. If, for example, a field citation program (see Section C 4f) is to be adopted at some future date, this policy will have a direct impact on the need for holding facilities in police buildings.

The planning group should also seek to determine the future availability of local correctional facilities for arrestees requiring high security provisions. Plans for establishing an intake service center or community corrections center may eliminate the need for the police department to maintain high security cell blocks. In most situations it would be advisable for representatives of the facility planning group to enter into negotiations with state and local correctional officials in order to determine the implications of future plans for the operation of the police department.

The facility component specification sheets will form the core of the planning committee's report to the architect. Having completed these sheets the committee will have an accurate idea of the department's present and future facility requirements. The members of the committee have prepared all of the documents that will be needed to communicate these requirements to the architect once

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he is selected. As noted above, it is generally advisable to select the architect during the pre-design phase so that he will be able to participate in the deliberations of the facility planning group.

Before undertaking the design phase of the facility planning process a number of alternatives should be carefully considered. It may be possible to accomplish all or some of the architectural objectives proposed by the planning group without constructing a new building.

First, the feasibility of continuing to use the existing police building should be considered. If the building is found to be structurally sound, the possibilities for renovation and expansion should be explored. A space analysis should be undertaken to determine whether or not the architectural objectives contained in the facility planning group's report can be realized within the existing police building.

One possibility that should be explored in many situations involves redefining the present police headquarters as an Administrative and Technical Services Center. Using this approach, the existing building would no longer be used as a base of operations for field service programs. By eliminating all operational spaces related to patrol, criminal investigations, juvenile operations, traffic, and booking of arrestees, the former facility might be sufficiently large to house all facility components used in conducting staff and auxiliary programs. Under this arrangement, the existing police station would contain the following types of components:

- Chief's office and other administrative functions
- Communications center

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- Central records and data processing
- Career development (personnel) and training
- Criminal identification bureau
- Planning and evaluation
- Legal advisor's office
- Internal investigation
- Crime analysis unit

In many cases an existing police station may contain sufficient floor space to accommodate all of these administrative and technical support operations for many years into the future. The facility planning group might then recommend the development of two or more community police stations to be located in various parts of the area served by the department. Facilities of this nature involve a much smaller financial investment than would a conventional multi-purpose police headquarters building. (For a description of the Community Police Station concept see Section D lf.)

FACILITY PLANNING PROCESS: PROGRAMMING AND DESIGN PHASE

At this point in the planning process the architect should begin to prepare a standard set of programming documents. Much of the information that he will require is contained in the report of the facility planning group. However, it will be necessary for him to conduct further research as he begins to determine the architectural details of the proposed building.

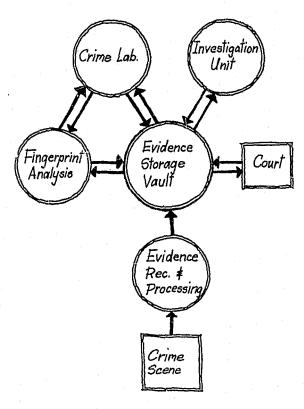
The architect's program should be submitted to the facility planning group for review and final approval before he begins to develop preliminary drawings for the project. An architectural program will normally contain the following documents:

nvestigation Crime Lab. Unit Evidence Fingerprint Court Storage Analysis Vaulf Evidence Rec. ≢ Processing Crime Scene

- An activity relationship diagram indicating work and traffic flow within the proposed building. Routine personal contacts (other than by phone) should be indicated in terms of the times per week they occur. Preparation of this programming document will normally involve interviewing all department employees whose operations will be conducted in the facility.
- A relationship matrix indicating the desired level of proximity between all of the major operational areas in the proposed building.
- A summary statement of the design criteria for each operational component. In the case of communications centers, microfilm processing areas and other technical components, statements of design criteria should be developed by the architect in collaboration with professional consultants.
- A relationship diagram for each major facility component indicating the spatial relationships between the various activity zones. Auxiliary spaces such as storage closets and restrooms that are to be incorporated into each component should also be indicated on these diagrams.
- Personnel, equipment, and space analysis for each of the major facility components in the proposed building. This data should be presented in two parallel columns. Data in the first column refers to space utilization as of the expected time of initial occupancy. The second column contains data projections for ten years after the building will be completed. This analysis will include estimates of space requirements for department employees and others who are expected to use each facility component. It

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Report

Preparation

Briefing

Room.

Staff

Entrance

Library

Reading Rm.

Shift

Office

Commander

Class Room

Storage

Exercise

Room

Locker

Rooms.

Restrooms

will also contain estimates of the space required for all major items of movable and built-in equipment.

Other documents that should be made available during the programming phase include the following:

- Appropriate building codes
- Zoning ordinances
- Restrictive covenants
- Subsurface investigation soil boring and laboratory analysis to determine geological profiles and relative strengths, compressibility, water table and other site characteristics

All of these documents will contain information that may have a direct influence on the design of the proposed facility. When this material has been reviewed and approved by the facility planning group the architect should begin development of a schematic site development plan. This plan indicates the relationship of the proposed facility to the surrounding buildings. The probable shape of the building together with its placement on the site is indicated. Parking spaces and pedestrian walkways are also indicated on the site development plan.

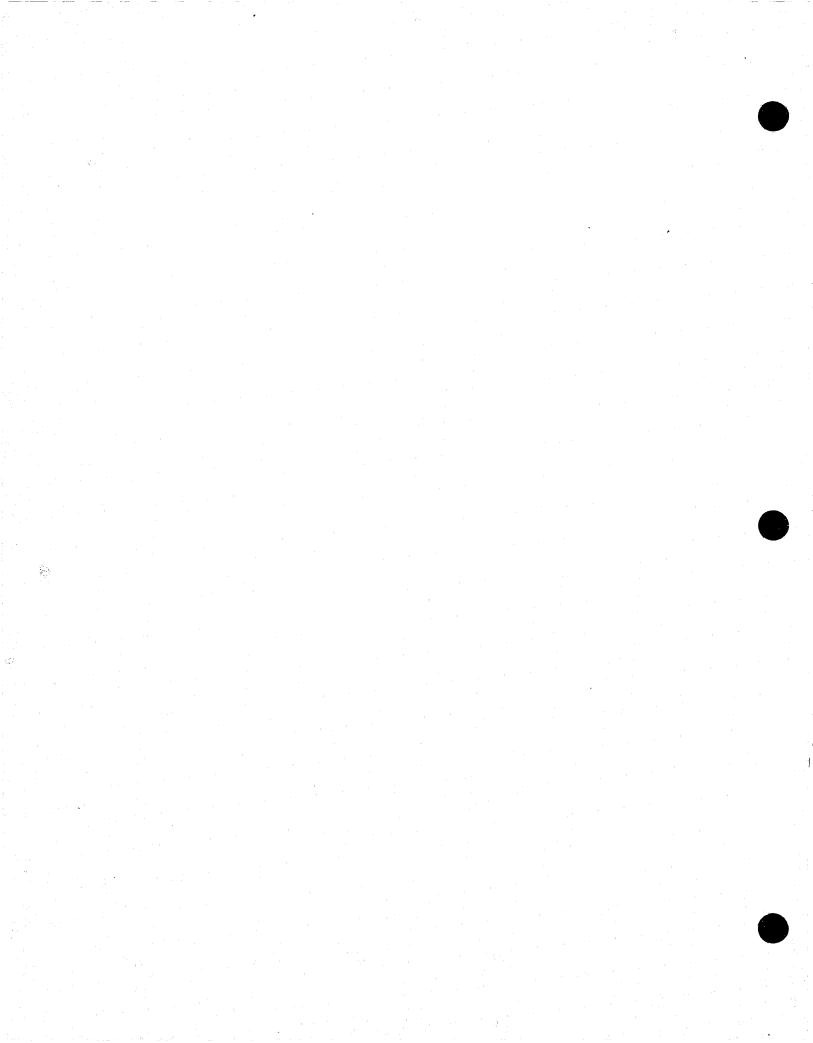
Preliminary drawings of the proposed facility can now be prepared. The scale and relationship of the building components will be indicated in a schematic design. At this time the architect should also prepare an estimate of the cost for the total project and a proposed time schedule for site preparation and construction of the building.

When the preliminary schematic design and site plan have been approved, the architect will proceed with the development of a set of final drawings and other construction documents. He will then be in a position to enter into the bidding and negotiation phase of the

project. Contract documents prepared by the architect should include specifications of the materials to be used, as well as equipment construction systems and standards of workmanship. 3.27

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glossary

glossary of architectural terms

The definitions included on the following list are taken from the Glossary of Construction Industry Terms published by the American Institute of Architects. 1 Familiarity with these standard architectural terms can be helpful to police administrators and others involved in the facility planning process.

Addendum: Written or graphic instruments issued prior to the execution of the contract which modify or interpret the bidding documents, including drawings and specifications, by additions, deletions, clarifications or corrections. Addenda will become part of the contract documents when the construction contract is executed.

Architect: Designation reserved, usually by law, for a person or organization professionally qualified and duly licensed to perform architectural services, including analysis of project requirements, creation and development of the project design, preparation of drawings, specifications and bidding requirements, and general administration of the construction contract.

Associate (or Associated) Architect: An architect who has a temporary partnership, joint venture or employment agreement with another architect to collaborate in the performance of services for a specific project or series of projects.

Base Bid: Amount of money stated in the bid as the sum for which the bid-

der offers to perform the work, not including that work for which alternate bids are also submitted.

Basic Services (of the architect): The architect's basic services consist of the following five phases: schematic design; design development; construction documents; bidding or negotiation; and construction contract administration.

Bidding or Negotiation Phase: The fourth phase of the architect's basic services, during which competitive bids or negotiated proposals are sought as the basis for awarding a contract.

Boundary Survey: A mathematically closed diagram of the complete peripheral boundary of a state reflecting dimensions, compass pearings and angles. It should bear a licensed land surveyor's signed certification, and may include a metes and bounds or other written description.

Change Order: A written order to the contractor signed by the owner and the architect, issued after the execution of the contract, authorizing a change in the work or an adjustment

1 The American Institute of Architects, Glossary of Construction Terms. (Washington, D.C.: A.I.A., 1970).

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Change Order (Cont'd): in the contract sum or the contract time. A change order may be signed by the architect alone, provided he has written authority from the owner for such procedure and that a copy of such written authority is furnished to the contractor upon request. A change order may also be signed by the contractor if he agrees to the adjustment in the contract sum or the contract time. The contract sum and the contract time may be changed only by change order.

Comprehensive Services: Professional services performed by the architect in addition to the basic services, in such related areas as project analysis, programming, land use studies, feasibility investigations, financing, construction management and special consulting services.

Construction Documents Phase: The third phase of the architect's basic services. In this phase the architect prepares from the approved design development documents, for approval by the owner, the working drawings and specifications and the necessary bidding information. In this phase the architect also assists the owner in the preparation of bidding forms, the conditions of the contract, and the form of agreement between the owner and the contractor.

Construction Phase--Administration of the Construction Contract: The fifth and final phase of the architect's basic services, which includes the architect's general administration of the construction contract(s).

<u>Consultant:</u> An individual or organization engaged by the owner or the architect to render professional con-

sulting services complementing or supplementing the architect's services.

Contract Documents: The owner-contractor agreement, the conditions of the contract (general, supplementary, and other conditions), the drawings, the specifications, all addenda issued prior to execution of the contract, all modifications thereto, and any other items specifically stipulated as being included in the contract documents.

Design Development Phase: The second phase of the architect's basic services. In this phase the architect prepares from the approved schematic design studies, for approval by the owner, the design development documents consisting of drawings and other documents to fix and describe the size and character of the entire project as to structural, mechanical and electrical systems, materials and such other essentials as may be appropriate. The architect also submits to the owner a further statement of probable construction cost.

<u>Drawings</u>: The portion of the contract documents showing in graphic or pictoral form the design, location and dimensions of the elements of a project.

Elevation: (1) A two-dimensional graphic representation of the design, location and certain dimensions of the project, or parts thereof, seen in a vertical plane viewed from a given direction. (2) Distance above or below a prescribed datum or reference point.

<u>Feasibility Study:</u> A detailed investigation and analysis conducted to determine the financial, economic, technical or other advisability of a proposed project.

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<u>Job Captain:</u> Member of the architect's staff normally responsible, on a given project, for the preparation of drawings and their coordination with other documents.

Module: (1) A repetitive dimensional or functional unit used in planning, recording, or constructing buildings or other structures. (2) A distinct component forming part of an ordered system.

<u>Plan:</u> A two-dimensional graphic representation of the design, location and dimensions of the project, or parts thereof, seen in a horizontal plane viewed from above.

<u>Preliminary Drawings:</u> Drawings prepared during the early stages of the design of a project.

<u>Program:</u> A written statement setting forth in detail the conditions and requirements for a project.

<u>Project Cost</u>: Total cost of the project including professional compensation, land costs, furnishings and equipment, financing and other charges, as well as the construction cost.

Record Drawings: Construction drawings revised to show significant changes made during the construction process, usually based on marked-up prints, drawings and other data furnished by the contractor to the architect.

Rendering: A perspective or elevation drawing of a project or portion thereof with an artistic delineation of materials, shades and shadows.

Schematic Design Phase: The first phase of the architect's basic services. In this phase, the architect consults with the owner to ascertain the requirements of the project and prepares schematic design studies consisting of drawings and other documents illustrating the scale and relationship of the project components for approval by the owner. The architect also submits to the owner a statement of probable construction cost.

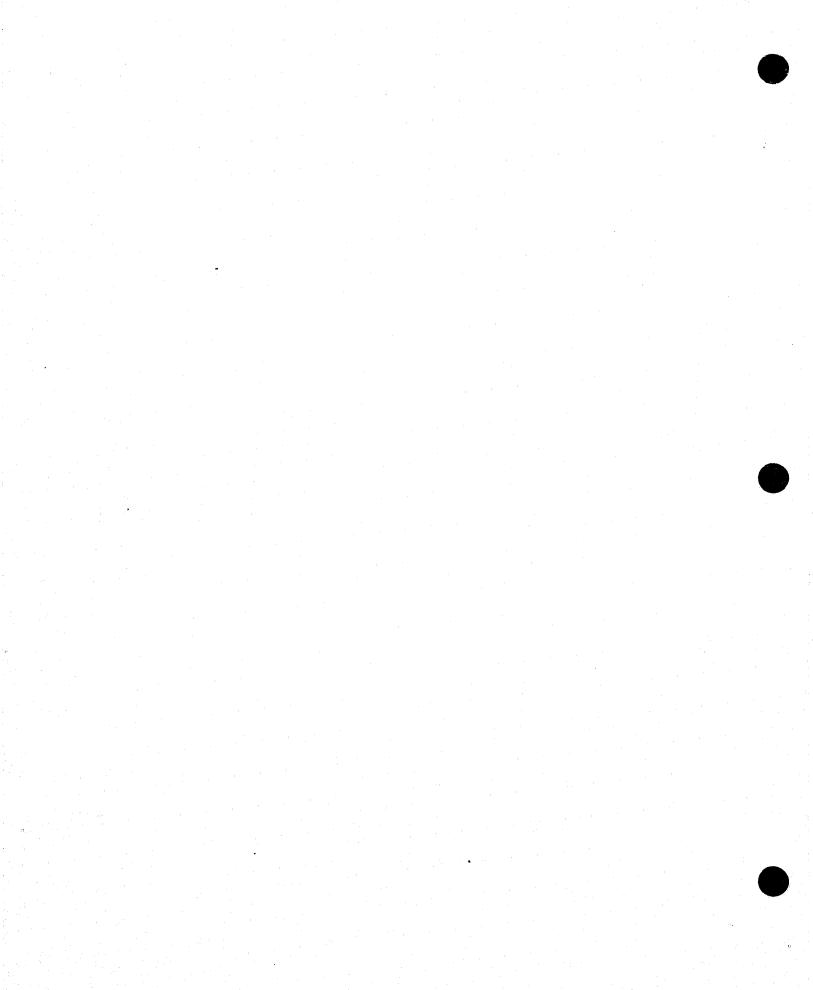
Section (drawing): A drawing of a surface revealed by an imaginary plane cut through the project, or portion thereof, in such a manner as to show the composition of the surface as it would appear if the part intervening between the cut plane and the eye of the observer were removed.

Specifications: A part of the contract documents contained in the project manual consisting of written descriptions of a technical nature of materials, equipment construction systems, standards and workmanship.

Survey: (1) Boundary and/or topographic maping of a site. (2) Measuring an existing building. (3) / - lyzing a building for use of size. (4) Determining owner's requirements for a project. (5) Investigating and reporting of required data for a project.

<u>Unit Prices:</u> Amounts stated in a contract as prices per unit of measurement for materials or services as described in the contract document.

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economics

Economic considerations are often among those given the most weight in decisions concerning any building project. frequently outweigh all other considerations. But budget limitations alone should never be allowed to override the planning principles in the evaluation of any issue. These planning principles, listed in sections B4 through B10, should be the criteria used in assessing proposals and in selecting between alternative plans of action. They are meant to provide planners with a clear understanding of the specific objectives they intend to achieve. Therefore, issues should first be analyzed using the planning principles, and then in economic terms.

The key to solving the economic problem is efficient planning. If police organizations and programs are given the careful consideration they demand, much money can be saved. Mistakes can be detected and eliminated before they are translated into buildings. Effective planning will foretell trends in law enforcement, future manpower allocation, additional space requirements for some areas, and realistic space projections for others. Adequate economic planning implies the study of many issues:

- Function versus economy
- Construction and permanence
- Facility size
- Multi-use space
- Existing facilities' continued use or adaptation to new use
- Shared-use facilities

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- New facilities
- Cooperation with other law enforcement agencies

Function versus economy—This problem frequently arises when the cheapest means of solving a problem is sought. It must be remembered that the most economical solution is not always the most desirable. It is important to have a clear idea of the objectives any proposed solution is intended to achieve. It is the responsibility of the planning team to see that these objectives coincide with the previously established planning principles.

Construction and permanence—A Community Police Station (CPS), by its very definition, is for the community-based delivery of police services. This goal is best achieved when the CPS is optimally located. (See Site Selection, section Dllc.) In a rapidly changing urban area, a CPS might have a useful life of less than fifteen years. There are two economical solutions in this case. Either the initial investment in the CPS should be made small enough that the station can be abandoned if needed or the utilization of modular units that can be moved to a new location as the center of population changes should be considered. (See Flexibility, Section D, page 8c.)

With the Administrative and Technical Services Center (ATSC), the problem is quite different. The ATSC is a very large building, and since it is the "hub" for many "radial" Community Police Stations, its location is seldom changed until the need for a new ATSC is determined. An ATSC building complex might be more feasible economically if construction is phased, with cost spread out over several budget periods.

economics

Facility size—The size of a facility is directly related to the amount of money spent. The planner's natural instinct is to economize by reducing size. It should be remembered that settling for a facility that is just large enough to meet present demand is a false economy. On the other hand, if planners do not take a realistic view of the future, a station can result that is "mis-planned," i.e., that provides unnecessary space. An example of this type of poor planning is to insist on building jail cells with a lot of security hardware when the clear need is for temporary detention rooms. If the problem is approached realistical space will be saved. In addition, money will be saved because the cost of cell construction is from two to four times greater than the cost of detention room construction.

Multi-use spaces—One method of building efficiency into a new or existing facility is to provide individual spaces with multiple-use potential. The idea is to find programs that can share the same area. An example of one such multipurpose room would be a briefing room also used as an in-service classroom. Depending on the size of the police force and the space available, the briefing room might also include these features:

- Library/reading corner
- Exercise area
- Report preparation space

The key to successful multiple use of a particular space is good organization and adequate storage.

Existing facilities' continued use or adaptation to new use-There are many economic implications to be considered.

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planning concepts acility when contemplating the continued use of a present police facility or other existing facility. Existing structures can be analyzed by approximate date of construction:

Prior to 1900: The probable types of construction are timber or timber and masonry bearing walls. In general, fire ratings, safety exits, heating, and ventilation are inadequate. The cost of improving a building of this age to meet current code requirements would be considerable. Before they are retained, these buildings should be given careful scrutiny.

1900-1920: Such a structure usually consists of masonry bearing walls, castiron columns, built-up steel beams and girders, brick cinder concrete or flat tile floor arches, and massive stone and brick foundation walls and footings. Because of the interior columns, buildings of this period lend themselves to internal space re-arrangements. But upgrading to meet fire code standards of adequacy could be costly.

1920-1940: These buildings are typically constructed of rolled steel structural members, masonry bearing walls, concrete floors, and sometimes all-concrete framing. Only limited space changes may be possible because of interior bearing walls. But usually, remodeling buildings this age is guite feasible.

1940-Present: Modern structures have steel beams, girders and columns, masonry bearing walls, bar joists systems, an all reinforced-concrete framing system, and reinforced-concrete foundation walls and footings. With this type of structure, extensive remodeling is possible. Satisfying code requirements is seldom a problem.

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There are many economically feasible buildings to choose from when searching for an existing facility to renovate. These would include:

Suitable for an ATSC:

- Factories
- Office buildings
- Large school complexes
- Warehouses
- Hospitals
- Large department stores

Suitable for a CPS:

- Small churches
- Restaurants
- Retail sales stores

Suitable for a Neighborhood Walk-In Facility or Team Policing Center:

- Service stations
- Drive-in restaurants
- Small shops

Shared-use facility-In some situations it is more feasible economically for a police facility to be combined with other public service agencies. (See section B 5.) Again, this alternative must be evaluated in light of the planning principles developed in sections B 4 through B10.

New facilities- When it has been determined that the use of any existing facility is not feasible economically, consideration must be given to a new building or

building complex. (See section B 3.) Although this alternative requires the greatest initial commitment of funds, in the long run, much money can be saved through adequate planning.

Cooperation with other law enforcement agencies—The cooperative operation of law enforcement programs and purchasing functions can economically benefit all involved. The economies of scale to be derived from the cooperation of all law enforcement agencies are many. An automated fingerprint classification system, out of the question for a single small police agency, could quite possibly be obtained by several agencies in a group venture. There are two joint-purchasing alternatives. The first involves the purchase of infrequently-used items. Riot control equipment is an example. The joint purchase or one set of riot equipment, to be checked out to any agency needing it, would eliminate the inefficient practice of every agency having its own set of seldom-used equipment.

Joint purchases of such items as police vehicles in quantity enables departments to take advantage of quantity discounts or of the variations of price and quality of prospective items. By carefully considering planning principles and economy, planning can help develop a much more efficient police organization.

color

The considered use of color in modern law enforcement facilities is highly recommended. It is important to understand what can be achieved by the proper use of color before making any decisions about the correct color for any particular need. The following five basic rules can help one achieve the harmonious balance and ideal proportions possible with color.

Rule 1: To avoid making spaces depressing and monotonous, refrain from using contrasting colors over equal areas. The size of the area any one contrasting color occupies should be determined by its brightness. Thus, the smaller the contrasting area, the more brilliant its color can be. Conversely, the larger the contrasting area, the more neutral it should be. Paintings and other colorful wall hangings can be effective means of adding contrast to a room. They aid concentration by creating visual reference points on which the eye can focus in order to relieve the temporary eyestrain close, detailed work can cause. Using an accent color to add a note of contrast to the surrounding space is an effective means of relieving spatial boredom. These accents can easily be introduced in:

- Doors
- Window frames
- Corridors
- Carpets
- Curtains
- Filing cabinets and other equipment
- Desks, chairs, and other furniture

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Rule 2: Patterned areas should be balanced with compensating areas of plain colors that complement one or more of the basic colors of the patterned area.

Rule 3: Color should be used to help produce a sense of good balance even in rooms of bad proportion. A ratio of 3:5:7 for height, width, and length respectively is generally considered ideal for a room. Light-colored walls and a dark ceiling give the impression of a lowered ceiling, and the darker the color used, the greater is the illusion of lowering. Using horizontal accents will further help give the impression of lower ceiling height. Vertical accent lines can be used to create an illusion of height for an obviously low ceiling. Using warm colors for wall surfaces and white or off-white for the ceiling will help create a feeling of increased height. The balance of rooms that are too long in proportion to their width can be restored by having smaller end walls of a fairly deep, "advancing" color, and either a light tint of the same color or a neutral tint on its longer walls. Rooms that are too narrow can seem to have more space if part or all of the surfaces are painted with "receding" colors of very light tints. This will make the room seem more spacious.

Rule 4: Establishing a common color scheme throughout the entire building will link all of the parts in harmony. The color scheme and the complementary palate for the whole building should be chosen carefully.

Rule 5: The perception of color is affected by many factors. Selecting paint from color chips, or by painting a small area of wall or trim can never be an effective method. This is because color intensity appears to increase with increases in area, and because an increase in area means

color

a greater degree of reflection of dominant colors, as well. This intensification of color from reflection is greater in a small room than in a large one.

Color selection should always take place under lighting conditions that duplicate those of the area for which the color is being chosen. The type of sun exposure a space will receive should be a determining factor in the correct choice of colors. The color scheme should be planned to suit the time of day or night when the space is used most extensively.

Artificial lighting also affects the way a color is perceived. Under lighting conditions of high intensity, colors tend to "wash out," losing their brilliance. In areas with a low level of lighting, colors darken, losing much of their value.

The color of the light emitted by artificial light sources varies. Each source emits a particular color spectrum, and it will enhance only those same colors in the environment. This color spectrum even varies among different types of essentially similar sources, such as fluorescent lamps. Generally, fluorescent lamps lack the red and orange of the whole spectrum. Specifically, the warm white, cool white, and daylight fluorescents emit pink, blue, and bluewhite light respectively. Therefore, all colors would be perceived differently depending upon the type of fluorescent lamp used.

Incandescent lamps are generally weak at the purple-blue end of the spectrum. These lamps tend to give off a yellowish light. Red becomes orange when viewed under incandescent lighting, while it appears grayish when viewed under a standard flourescent lamp. Thus color

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Concepts should never be considered without also considering the lighting conditions under which it will appear.

Colors can produce a variety of special effects:

- 1. Soft and cool-colored surroundings have been found highly conducive to coherent thinking and problem-solving. These colors are good for use in office spaces.
- 2. Bright warm colors tend to stimulate and excite the mind. They are most appropriate in areas where physical tasks are performed.
- 3. Cheerful, bright, playful colors tend to attract people. They are very effective when used in halls, lounges, and restrooms.
- 4. Colors in the medium range tend to average out strong ones to a more comfortable level. They act as visual cushions, making it easier for the eye to adjust to bright colors.
- 5. Red is a solid, substantial color. It can be sharply focused by the eye. For this reason, it can easily display angles and sharp edges.
- 6. Yellow can be focused even more sharply than red. It is good with exceedingly sharp, angular forms.
- 7. Placing yellow-green in proximity to the skin gives it an unattractive appearance. This color should never be used in walls near people.
- 8. From a visual standpoint, a soft tone of blue-green is the most flattering of all colors to the human

color

being. This color leaves an afterimage of warm pink. Pink flatters the human complexion, and enhances natural flesh tones.

- 9. Blue tends to blur when viewed from a distance. It is better to use blue on rounder, softer forms.
- 10. An off-white color will tend to create glare. This constricts the pupils of the eyes and makes vision foggy. This color tends to make the human complexion appear dull and muddy. It should never be used in any room where people are trying to concentrate, whether visually or mentally.
- 11. Brown goes well with the medium range of colors. It is to be preferred for use as the darkest color in an office, rather than navy blue or black.

The conscious use of color in areas where the potential for interpersonal conflict is high is recommended. Spaces that require special attention include:

- Prisoner booking area
- Temporary holding rooms
- Detective's work area
- Juvenile operations area
- Lobby/reception area

Using attractive colors is one means of conveying an attitude of civility. (See section D 6c.) The intelligent use of color can help create an atmosphere that discourages excessive displays of hostility.

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Consideration of the possible uses of color should not be restricted to police facilities alone. The same principles discussed above should be applied to uniforms, equipment, and vehicles. The wise use of color is important in projecting and sustaining a positive image for the modern law enforcement officer.

references

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design for disabled

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There are approximately 18 million disabled adults in the United States. The term "disabled" refers to a broad range of handicapped persons including those in wheelchairs, those with leg braces and artificial limbs, and persons suffering from heart conditions, blindness, and deafness. Since nearly one out of every ten Americans suffers from some form of physical disability, it is clear that all public service agencies, including police departments, should strive to make their facilities easily accessible to handicapped persons.

Although law enforcement personnel have traditionally been selected from among the healthy and physically fit segment of the population, there are many positions in police organizations that do not require agility and in which the handicapped can be successfully employed. Positions in this category include radio operators, instructors, computer programmers, fingerprint analysts, and crime lab technicians.

Architectural elements that require special consideration in designing a building for use by the disabled include the following:

- Parking spaces
- Approaches
- Entrances
- Stairs
- Corridors

concepts

- Rest rooms
- Drinking Fountains
- Telephones

While certain types of physical handicaps may require special accommodations, designing for the more demanding conditions will generally make it possible to handle all problems safely and conveniently.

Staff and visitor parking areas adjacent to police facilities should include spaces specifically designed for handicapped persons. These spaces should be clearly identified and reserved for the disabled. These spaces should be at least twelve feet wide thus providing sufficient room to open up a wheel chair between two parked cars. Handicapped persons should not be required to cross busy traffic lanes in going to or from their parked cars.

Whenever possible the approach to a police facility should be level. If not, it should have a gentle grade, rising no more than one foot for every twelve feet in length. Paved surfaces should be of nonslip materials. They should be sufficiently wide for a person in a wheelchair and one on foot to pass each other. When it is necessary to utilize a stairway at the entrance, a ramp should be constructed with a slope of 1:12 (elevation:length).

All public service agency facilities should have at least one primary entrance that can be used by individuals in wheelchairs. When handicapped persons are employed by the department, the staff entrance should be made accessible to them. All doors, whether at the public entrance or elsewhere, should have a clear opening of at least 32 inches when fully open. They should be operable by a single effort.

design for disabled

Circulation areas should be free of obstructions and of sufficient width for a person on foot to pass another in a wheelchair. Sharp turns or constricted passageways should be avoided. Sufficient space must be left in which to turn a wheelchair around. Whenever possible, steps within a room should be avoided. When this is not feasible for aesthetic or other reasons, a ramp between levels should be provided. (This does not include stairs from one floor to another.)

Multi-story facilities must be equipped with an elevator. There should be access to the elevator on the same floor as the public entrance used by disabled persons. All stairs should have nonslip surfaces and adequate handrails.

In each police facility there should be at least one water fountain and one telephone designed specifically to accomodate handicapped persons. Public restrooms must also be designed for their use.

All facilities that are designed with the handicapped in mind should be identified with public symbols. These symbols should be conspicuously displayed in order to encourage the full use of the facility by all members of the community.



references

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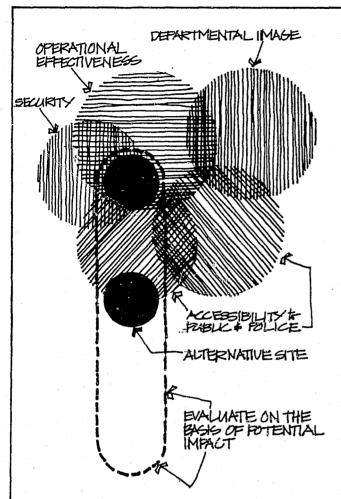
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location



One of the most important tasks facing a police facility planning group is to determine the optimal locations for the buildings required by the system. Alternative sites must be evaluated in terms of their potential impact on operational effectiveness, security, departmental image, and accessibility to both the public and police personnel.

Decisions about facility locations should be based primarily on the operational requirements of the programs and activities to be conducted in the buildings. The formulation of criteria for site selection should thus normally be deferred until the major phases of the planning process are completed (see Application of Systems Analysis to Law Enforcement Planning, B 3). This will give the planners an accurate idea of the nature and scope of the operations each facility in the system will support.

Having specified the activities that will bring people into the building, the planners should make projections of the volume of traffic that each activity will generate during the life of the building. In addition, the importance of each activity and of its site implications should be ranked. Criteria for the evaluation of alternative sites can then be developed.

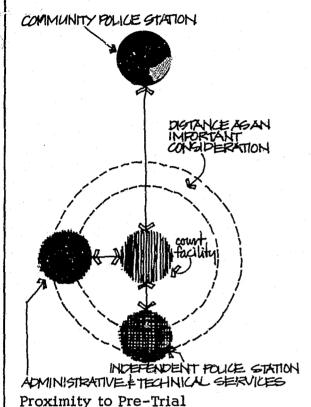
Proximity to Court Facilities:

A site within a few blocks of the court where criminal defendants are arraigned is desirable if pre-trial detention is one of the functions of the police facility. If the agency does not operate a jail, however, proximity to court facilities is not an important criterion.

If a crime laboratory is to be operated in the facility, a location near the criminal D

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acility



Detention Facilities:

court may be highly desirable. The importance of this factor can be gauged by the frequency with which forensic scientists are required to make court appearances. If this happens more than five times per week, a site within ten minutes of the court by car should be considered.

It is also advantageous for the department's legal advisor to have convenient access to the offices of the state's attorney and the public defender. Therefore, the building containing the legal advisor's office should be located as near the court facility as possible.

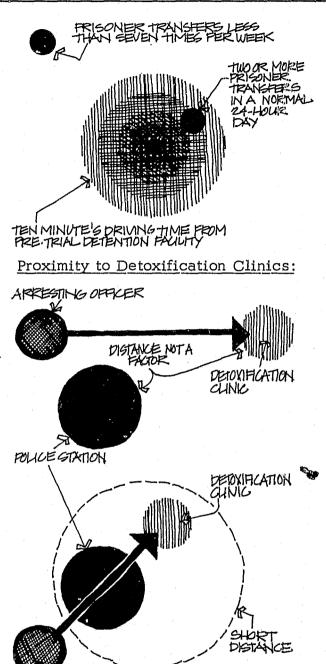
Distance from the court is generally not a significant factor in selecting sites for Community Police Stations. It may be a more important consideration in the case of an Independent Police Station or an Administrative and Technical Services Center.

A location convenient to an Intake Service Center is generally desirable for Independent or Community Police Stations. The priority assigned this factor in selecting a site should depend upon the frequency with which arrestees are detained at the police station prior to transfer to a pre-trial holding facility.

A survey of arrest dispositions should be conducted to provide the facility planning group with data reflecting the number of cases in each of the following categories:

- a. Released with field citation
- b. Released with station citation
- c. Released at station, insufficient evidence
- d. Transferred directly from scene of arrest to intake service center
- e. Booked and held at police station for questioning prior to transfer to corrections intake facility

location



<u>Proximity to Public</u> <u>Parking Facilities:</u>

LERESTING OFFICER

The number of cases in category "e" will be the critical determinant of this factor's importance. If two or more prisoners are transferred from the police station to the pre-trial detention facility in the course of a normal 24-hour period, it will be extremely important to select a site within ten minute's driving time of that facility. If such prisoner transfers generally occur less than seven times per week, proximity to the jail can be assigned a lower priority.

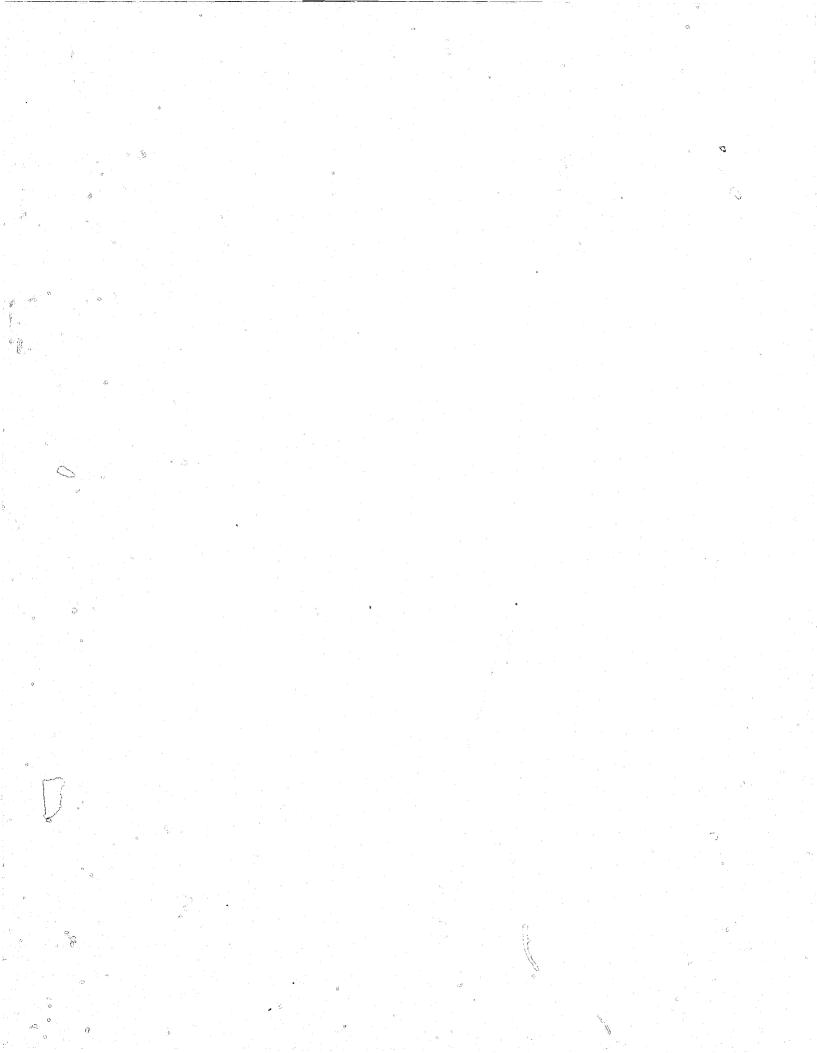
If department policy requires the arresting officer to transfer intoxicated persons directly to the custody of a detoxification agency, it will not be important to consider the location of these facilities in selecting a site for the police station. But if department policy directs that persons charged with offenses involving public drunkenness be brought to the police station for booking prior to release to a detoxification agency, it will be desirable to select a site that is a short distance from these facilities.

The priority assigned to this criterion will depend upon the frequency with which intoxicated persons are arrested and brought to the station pending referral to a detoxification program. If this occurs two or more times during a normal 24-hour period, this criterion should be assigned a relatively high priority.

Police buildings that will be used frequently for meetings involving large numbers of citizens should be located in an area with adequate public parking facilities. Although the site plan for such a building will normally include a moderate number of visitor parking spaces, additional spaces will probably be required whenever large citizens'

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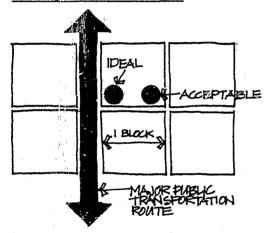
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Proximity to Public Transportation Routes:



Proximity to Zone of

Maximum Police Activity:

groups use the facility. A police station that has a meeting room with a capacity of 50 should be located in an area that affords at least 30 public parking spaces within one block of the station on an average business day.

Proximity to well-lighted, convenient public parking areas will be an important criterion in selecting the site for a Community Police Station. This will generally be a less important consideration in locating an Administrative and Technical Services Center.

In general, citizens living in areas with high rates of crime and delinquency are less likely to own automobiles than are those who live in low-crime areas. Therefore, the location of public transportation routes will be an extremely important factor in selecting a site for a Community or Independent Police Station. Public transportation should be available not more than one block from the station. A site located on a major public transportation route is always to be preferred. This will be a critical factor in assuring easy access to the facility.

In most jurisdictions, one or more zones can be identified where the number of calls for police services is significantly higher than it is in most other parts of the area served. There are some obvious advantages to locating a Community Police Station in a neighborhood characterized by relatively high rates of crime and delinquency. The presence of a police facility in such a neighborhood will enable the police to provide counseling and referral services for delinquents and their parents only a few blocks from their home. Special programs conducted in the police station to assist citizens in reducing their vulnerability to crime will be

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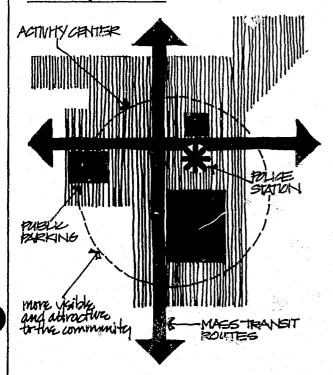
convenient to attend for those who most need these services.

There are, however, some significant disadvantages to selecting a site in a zone of maximum police activity. Citizens who live in other parts of the city will be discouraged from using the facility. Thus the effectiveness of community relations and citizen education programs may be severely impaired. The police building so located is also likely to be a considerable distance from the activity center of the larger community.

In general, if the zone of maximum police activity is sufficiently large to require the services of more than 15 patrolmen during a normal evening shift the placing of a Community Police Station in the area is highly recommended. In high crime areas served by fewer than ten police officers on the evening shift, the use of a neighborhood walkin facility should be considered.

In most communities an "activity center" can be easily identified. The post office, library, banks, professional offices and other public use facilities are typically clustered in this area, tending to produce a high volume of pedestrian activity. Placing a police station in this setting will help communicate the integral role of law enforcement in the life of the community. It should also result in a much larger number of people entering the facility on routine business. A location in the "activity center" of the community is a definite asset to the police department concerned with developing strong citizen support. Citizens passing by can be encouraged to step into the lobby/reception area and select brochures on crime prevention and other topics.

Proximity to the Community's "Activity Center":



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Security as a Factor in Site Selection:

<u>Visibility as a Factor</u> in Site Selection:

<u>Departmental Image as a</u> Factor in Site Selection: Another advantage of the "activity center" as a location for the Community Police Station is the fact that it is generally convenient to both public parking and mass transit routes. This will make attendance at meetings in the police station a more viable and attractive option to citizens in the community.

The overall security of the facility should be a prime consideration in selecting the location for an Administrative and Technical Services Center. Security risks can be reduced substantially by placing this type of facility in an industrial zone rather than in a commercial or residential area. The greatly reduced volume of pedestrian and vehicular traffic in such a zone simplifies the task of identifying suspicious people in the vicinity of the building. A site adjacent to a limited-access highway may be particularly well-suited for this requirement.

Both Community and Independent Police Stations should normally be located on sites that assure a high degree of exposure to the public. If large numbers of pedestrians pass a location during normal business hours, this will generally fulfill this requirement.

Visibility to the school-age population can be achieved by selecting a site adjacent to a park or other public recreation facility. In most situations, visibility to this segment of the population should have an even higher priority than visibility to other segments of the population.

The location of a Community or Independent Police Station can have a direct effect on the image of the department, as well as on the image of the facility itself. A police facility located near municipal or county office buildings

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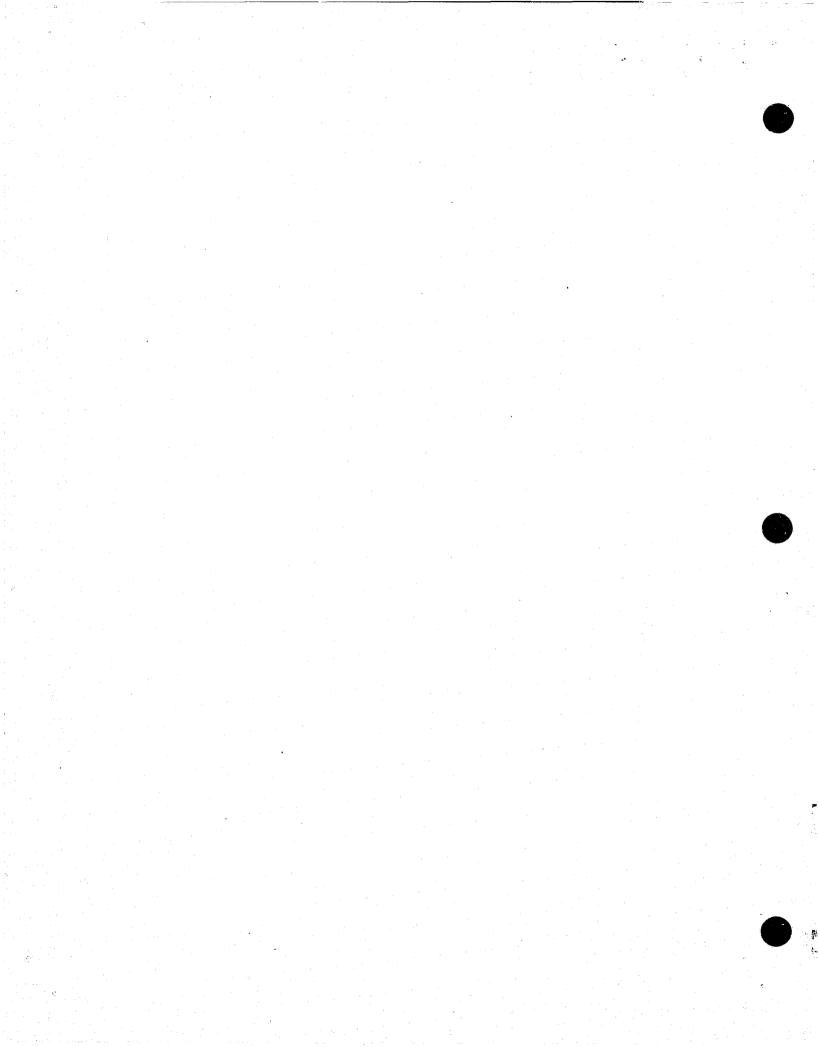
will tend to be identified as an administrative facility. This image will generally discourage its use except on an emergency basis.

By placing the police station in a context of libraries, churches, YMCA buildings, community colleges, and other like facilities, a public service image can be fostered. Citizens will be more willing to enter the station if such an image can be conveyed.

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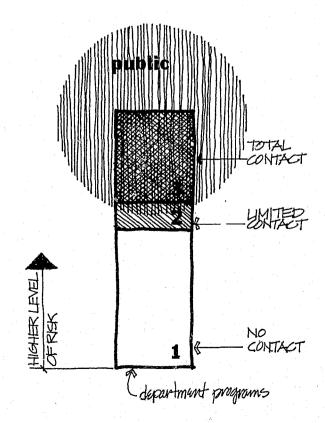
security

Because a police department is one of the more visible agencies of government, it has a tendency to become a target of criticism and abuse by those who, for various reasons, are unsympathetic with existing laws or governmental policies. The policeman's work in the community will frequently bring him into contact with people who are disgruntled or openly hostile towards the law. The abuse directed at police officers and law enforcement activities can range from verbal assault to physical attack. Although incidents of vandalism and attempted sabatoge are relatively rare in the history of most police agencies, no department can afford to be complacent

in protecting its personnel, equipment, and facilities from this ever-present

danger.

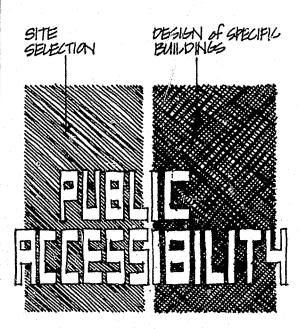
One of the basic measures that can be taken to reduce the probability of vandalism or attacks against police personnel and property is to insulate department activities from direct exposure to the public. A large proportion of the operations of most police departments can be successfully carried out with little or no contact with the public. Therefore, one of the first steps in the development of a security plan should be the division of all department programs into three basic security categories. The first category would include all operations that do not require direct personal contact with the general public. Included in this group are a majority of the staff and auxiliary service programs. The second category includes department programs that involve only limited public contact. For example, a records division may operate a service desk that provides copies



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The Security Role of the Building Receptionist:

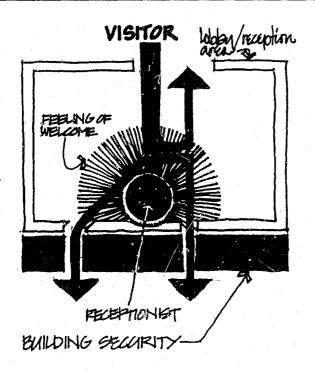
of various kinds of documents to the public. Although most records operations can be conducted without citizen involvement, the service desk associated with this program will require some form of controlled public access.

The third program category should include all department activities that necessitate direct exposure of police personnel and equipment to the general public. In conducting programs of this nature, a police department must be prepared to assume a relatively high level of risk.

These three lists should be consulted at all stages of the facility planning process. In both the selection of sites and in the design of specific buildings, public accessibility should be a major decision—making criterion. If, for example, it is determined that all of the programs to be conducted in a particular building are in the first two categories and therefore require minimal public contact, it may be possible to select a site which will significantly reduce the problem of providing security for personnel and equipment.

All public entrances to law enforcement facilities should be manned by an officer or civilian whose chief function is to screen all persons who enter the building. The receptionist determines the purpose of each person's visit to the building. and offers assistance when necessary. The person assigned to this duty assumes the same level of risk police officers operating in the field experience. Although the receptionist could be protected somewhat by being stationed behind a bulletproof screen, this approach is generally thought to be inconsistent with the objective of making the visitor feel welcome. (A similar problem is faced by banking establishments trying to determine

security

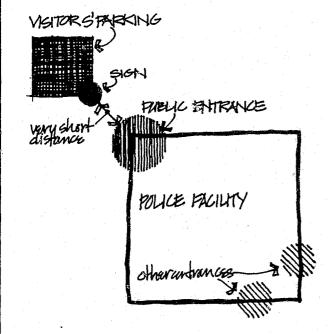


whether or not to place their tellers behind bullet-proof enclosures.)

Although building security is the principal function of the police department receptionist, this concern should not be apparent to the average visitor. A useful analogy can be drawn between the role of a building receptionist and that of an airline stewardess. The main reason a stewardess is included in the crew of an airplane is to help passengers evacuate the craft in the event of an emergency. The typical passenger is unaware of this function, however, and tends to think of the stewardess as an inflight hostess. Similarly, the fact that the police department receptionist functions primarily to augment building security should not occur to people entering the facility.

The design of any police facility that will house operations requiring accessibility to the general public should include a lobby/reception area. This will enable a building receptionist to screen persons who enter, and to control movement to all other parts of the building.

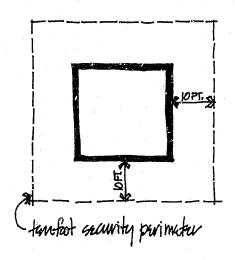
There should usually be only one public entrance to a police facility. It should be clearly identified by a sign, and located near the visitor's parking area. Whenever possible, the other entrances to the building should be neither visible nor accessible to the public. This will avoid inconvenience to the visitor who might otherwise walk around the building trying to locate the proper entrance. It will also reduce the probability of someone entering the building without first being identified.



planning concepts

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Perimeter Security for Police Buildings:



Parking areas and all other open spaces surrounding a police facility should be brightly illuminated during hours of darkness. Whenever possible, the area designated for visitor parking should be entirely separate from that used for departmental vehicles and staff parking. In this way, all unauthorized vehicles and people will be easily observable.

The property boundary of a police facility should be clearly identified by means of a fence. In the case of an Administrative and Technical Services Center, this type of barrier can be placed on all four sides of the site. Community or Independent Police Stations will normally face a public thoroughfare, and a fence need only be placed on the side or back perimeters of the site.

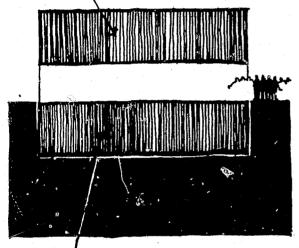
The parking of vehicles within ten feet of police buildings should be prohibited wherever possible. The storage of equipment in this area should be avoided. Putting closely trimmed grass or a ground cover like fine gravel in this area is highly recommended. Concrete walk-ways can also be located in this space. The ten-foot security perimeter as well as the exterior wall of the building should be well-illuminated with flood lights. (NOTE: This lighting system, and all other flood lights used in the perimeter security system, should be connected to the emergency power generator.)

The exterior surface of police buildings should not have ledges, niches, or protrusions that might support an explosive or incendiary device. The use of raked joints, reveals, and quoins should be avoided. Window sills and heads should be flush with the exterior surface.

security

The Concept of High Security Zones:

2 GECOND FLOOR LOGATION FOR HIGH GECURITY ZONE (NO WINDOWS)



1 BACKMENT LOCATION FOR HIGH SECURITY ZONE (NO WINDOWS)

Arrestees as a Threat to Safety and Security:

The cost of completely eliminating all opportunities for vandalism and sabotage against police facilities is so great that in most situations this will not be a realistic goal. For certain operational areas in a police facility, though, it should be feasible to reduce the probablity of sabotage to near zero. The following facility components are included in this category:

- Information Storage and Retrieval Center (Computer or microfilm operations area)
- Auxiliary Power System (Emergency generator)
- Evidence Storage Vault
- Arsenal and Emergency Response Equipment Storage
- Communications Equipment Room (Base station equipment and telephone terminal boxes)

Whenever possible, these elements should be located below ground level in areas enclosed by reinforced concrete. If it is necessary to place these facility components above ground, a second floor location is recommended. Under no circumstances should there be windows in these rooms.

If these critical-function areas of the facility are properly engineered, it should not be necessary to design the entire building to withstand major sabotage attempts.

The space used for transferring arrestees from police vehicles to the booking and temporary holding areas should afford no opportunities for escape or for the destruction of property. The D

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use of an enclosed sally port with automatic doors is highly recommended. (NOTE: If an electrically operated door is used, its motor should be connected to the emergency power source.) Once the sally port door is locked, the use of physical restraint should not be required.

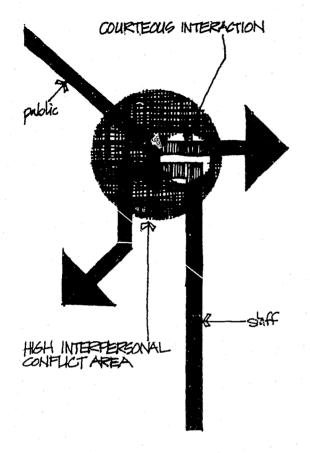
The design of the building should make it impossible for an arrestee to enter any operational area besides the prisoner processing component. In this as in most other areas of the building, it is highly desirable that the security devices be installed in an unobtrusive manner. The arrestee should not be aware of the high level of security incorporated into the design of the area. (See Section F6i for specific facility component data.)

Security and Public Image:

The exterior design of a law enforcement facility should be consistent with the objective of <u>public service</u>. Every effort should be made to avoid a fortress-like appearance. This design objective is particularly critical for the Community or Independent Police Station.

In designing the public entrance and lobby/reception area of the Community Police Station, it may be necessary to sacrifice a certain amount of security to achieve a high degree of accessibility. For this reason, every effort should be made to avoid placing the radio dispatcher's station near the main entrance. The level of security appropriate for a communications console is not consistent with the openness of a lobby/reception area. Therefore, it is highly recommended that the practice of requiring one person to function as both dispatcher and building receptionist be discontinued if at all possible.

civility



Facilities used for law enforcement operations must be carefully planned to produce an atmosphere that is highly conducive to courteous interaction. Every detail of a police building should be evaluated in terms of its potential for reducing attitudes of hostility and animosity. This planning consideration is particularly critical in those areas of a facility where the potential for interpersonal conflict is high. The following operational areas are included in this category:

- Prisoner booking area
- Temporary holding rooms
- Lobby or public reception area
- Detectives' work area
- Juvenile operations area

The objective of improving the level of interpersonal relations should also be remembered when designing areas of the building that are to be used by department personnel only. For example, the design and furnishing of the briefing area and staff locker rooms should enhance the self-esteem and sense of professionalism of everyone using them.

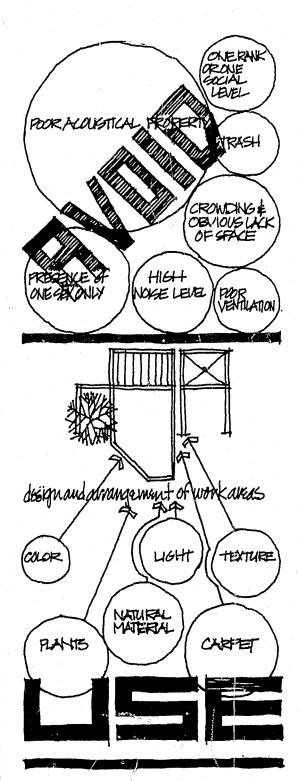
The general level of civility can be expected to deteriorate under the following conditions:

- Noise levels so high as to preclude the use of a normal, conversational tone of voice
- Poor acoustical properties that produce sound reverberations

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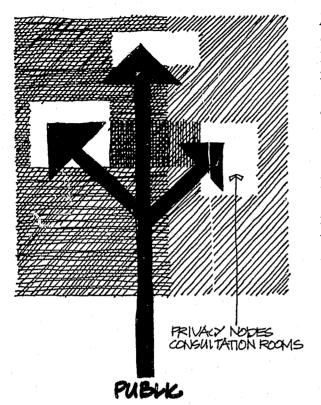
- The presence of members of only one sex
- The presence of only one rank or social level
- Unfinished concrete surfaces on walls or floors 1
- Crowding of furniture and obvious lack of space
- Poor ventilation, producing stale odors
- Presence of trash and other materials unrelated to the operations in progress

Whenever possible, all of these elements should be avoided in the design and arrangement of work areas in a police facility. The rooms should be planned to assure that both men and women will normally be present in all operational areas. Adequate storage space must be provided throughout the building to assist the staff in eliminating clutter.

Behavioral expectations often arise from the colors, textures, and type of illumination used in a room. The presence of pictures, plants, lamps and other ornamental objects tends to connote civility. The use of carpeting is also a widely used means of communicating behavioral expectations. Carpeting is useful not only because of its association with courteous interaction, but also because of its outstanding acoustical properties. The use of brick, wood, and vinyl materials on wall surfaces can also help to create an atmosphere that discourages displays of excessive incivility.

¹Certain wall treatments using unfinished concrete surfaces and special lighting effects can be quite acceptable.

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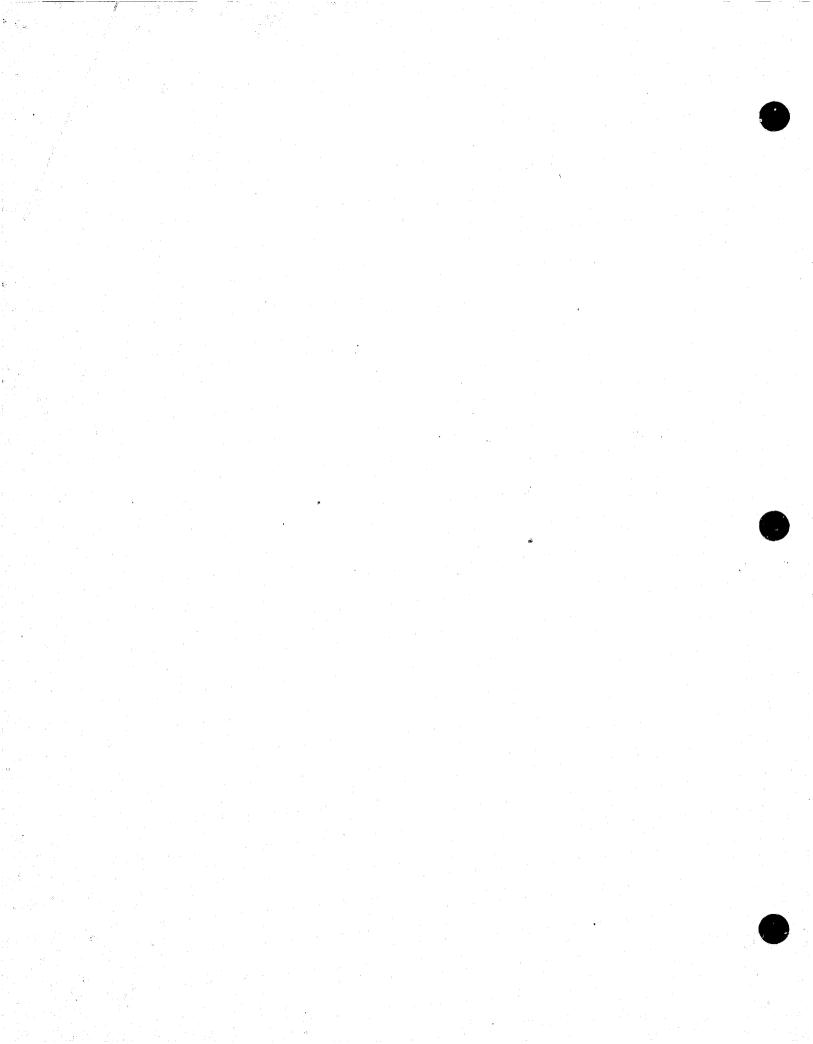


Adequate privacy is something else required to produce a civil environment. People will often enter a police station for the purpose of discussing matters they consider confidential. Therefore, a police facility should contain several consultation rooms where conversations of this nature can take place. People should not be expected to discuss embarrassing or confidential subjects in the presence of others who are not directly involved in the situation. Providing ample privacy for all who use the facility will thus be an important means of achieving a civil environment in which to conduct law enforcement operations.

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flexibility

A number of factors may contribute to the premature obsolescence of a police facility. One of the most common is the failure to anticipate growth in the size of the organization. The expansion of existing programs and the development of new ones may result in a serious shortage of operational space. In order to avoid these difficulties, every effort should be made to determine the pattern of growth the department and its programs are likely to exhibit during the life of the building. Planning for a Community Police Station should normally be based on ten-year personnel and program requirement projections. Planning for an Independent Police Station will require fifteen-year projections.

The pattern of land utilization in the vicinity of a police facility may undergo a significant transformation in a relatively short period of time. Consequently, a site that was ideally suited to the needs of the police and the community when the building was constructed may no longer be adequate. Police departments that serve urban areas must be able to respond rapidly to changes in the size and spatial distribution of the population. One of the chief deficiencies of traditional precinct stations was that they could not easily be phased out or relocated in response to demographic changes.

Even if personnel and program projections are carefully prepared, it is unlikely that all future facility requirements can be anticipated ten or fifteen years in advance. Thus, it is essential that all law enforcement facilities incorporate structural features that will enable the organization to respond appropriately

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to unexpected changes in program and staff requirements. A number of methods commonly used to increase the flexibility of police buildings are described on the following pages.

A police department faced with a serious shortage of space may be able to respond to this problem in a number of ways other than constructing new and enlarged facilities. Substantial economies, as well as greater operational efficiency, can often be realized by using mobile facilities or other types of temporary buildings. The feasibility of using these non-traditional facility types for law enforcement operations is also discussed in this section.

When a misfit occurs between a program's operation and its physical setting, it can often be attributed to a program change in a non-adaptive environment. Means of incorporating flexibility into facility planning are described on the following pages of this section. They can be categorized as follows:

- 1. Planning for internal facility change
- 2. Planning for external facility additions
- 3. Planning for functional flexibility
- 4. Planning for short-term occupancy
- 5. Planning for facility mobility

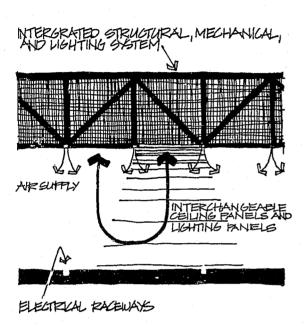
The list of examples of these concepts that follows is not intended to be all-inclusive, but merely to suggest areas for consideration.

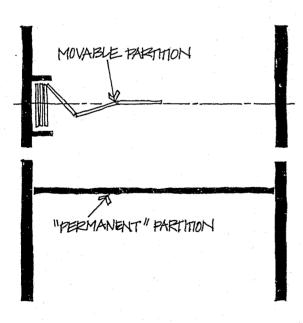
Internal Facility Change:

Internal flexibility is necessary when change in police programs is anticipated. Five methods that should be considered in order to provide for internal change are:

1. Construction Technology: The materials and methods of construction are

flexibility





significant determinants of future flexibility. Flexibility can be increased by using construction systems with demountable elements. Both the design of building elements and the sequence in which they are installed should allow subsequent dismantling at minimal cost.

Basic planning features may include clear floor and ceiling construction with infill of partition sundivisions. The arrangement of service raceways, and of the integrated mechanical, electrical, and structural systems enable future change to take place without undue disruption of operations or additional expense. Pre-manufactured systems or system components offer many features especially likely to achieve a high degree of flexibility.

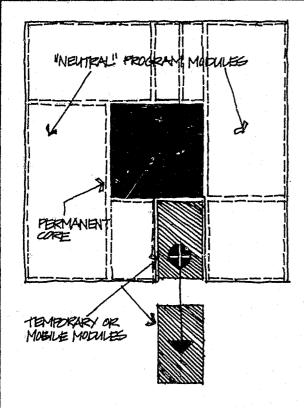
- 2. Movable Partitions: Movable partitions should be considered when flexibility will be needed frequently or for the short-term and not when flexibility is desired infrequently or on a relatively long-term basis. Movable partitions should be chosen only after an analysis of the cost-benefit ratios that characterize the situation at hand. "Permanent" partitions, for example, can usually be built, torn down, and rebuilt elsewhere five to eight times before its cost equals the initial cost of a demountable partition. Consequently, the decision to use "permanent" versus movable partitions should be made after considering the particular program and facility circumstances.
- 3. Permanent Core: One approach to achieving a degree of adaptability to changes in the characteristics, roles, or size of programs involves the construction of a central service core containing all of the following:

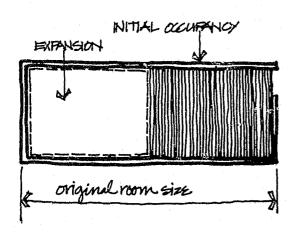
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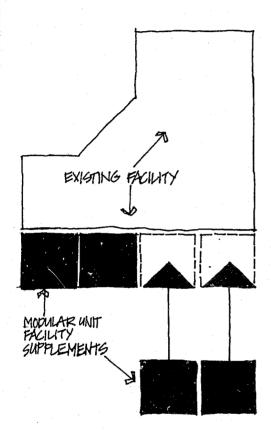
fixed equipment or mechanical services that create a large drain on major utilities, a darkroom, toilet, fire stairs, temporary detention rooms; communications, evidence storage, and property storage areas; and a high hazard storage area. (See Section D16c.) This permanent core is surrounded by "neutral" program modules. As a result, program space can be added, removed, or modified.

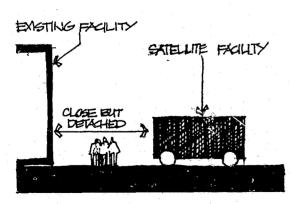
The core, then, can be used to serve several kinds of facility modules with various functions. These modules can be constructed to have varying "life spans," and they can include temporary or mobile modules.

- 4. Surplus Space: There are several types of rooms for which built-in flex-ibility can be achieved by allowing more room than the initial program requires. In general, if these rooms are designed to provide twice the amount of space required at the time of initial occupancy, the criterion of spatial flexibility will have been met. Areas that lend themselves to this approach include: locker rooms, communication centers, evidence storage vaults, and property storage rooms.
- 5. Building Practice: In order to obtain maximum utilization of available land, building a complete basement should be considered. In some areas this approach is not practical because the water table is too high. But in those parts of the country where a high water table does not limit construction, a full basement should usually be included in all law enforcement facilities. Even if the basement area is not required initially, it will eventually provide the most economical means of responding to the need for additional work space. The cost of

flexibility

External Facility Additions:





building a full basement at the time of initial construction will be significantly less than that of adding an additional story later.

When the existing facility does not adequately support program objectives, external additions may be considered. Two of the forms external additions can assume are:

1. Modular Unit Facility Supplements: The use of modular components for such program support functions as in-service training classes, the professional staff center, counseling, and administration provides a means of obtaining flexibility that may be particularly apt for certain circumstances.

This concept is particularly suited to an older physical plant that is to be phased out eventually, and replaced by substitute, community-based facilities. In the meantime, the old facility is probably unable to offer an adequate level of service. Mobile or modular components can be attached to the existing facility in the interim. Where there is no further need for them, they can be relocated or sold to other public or private entities.

2. Satellite Facility: This type of structure could be mobile, modular, or permanently constructed. Its use is indicated if replacing an inadequate facility with a new physical plant is not feasible. A satellite facility is one that is detached from the main building and completely self-contained. It can be utilized to create new program space close to the main station.

Another means of allowing for exterior flexibility is to design the structure of the new facility to accommodate future

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additions (either an additional story or a new wing). The framing must actually be over-designed in some cases, so that it will remain structurally sound in the event of future building.

When program functions change, or when a wide diversity of functions must be accommodated by a facility, a partial solution might be functional flexibility. Given the constraints of a fixed physical facility, program flexibility achieved by careful time-scheduling of space use is an additional concept that can be important in the planning process. Ty scheduling, facility components assume different roles at different times. This means of gaining flexibility is particularly appropriate for smaller facilities serving geographic areas with relatively small populations. In such cases, the multiple use of spaces at different times is not only feasible, but rational. Scheduling for multiple use yields a flexibility in the use of space, not space flexibility per se. Thus, facility and component planning should be influenced by a consideration of multiple and scheduled functional assignments whenever applicable.

When the location or role of a law enforcement facility, such as a Community Police Station, must change with variations in population or the requirements for police services, short-term occupancy facilities may be appropriate. Discussed here are several methods of making short-term occupancy both feasible and economical.

Neutral Facility: This involves the construction of a non-specialized space that can be used by a variety of subsequent tenants, whether public or private institutions. Smaller-sized facilities are particularly apt candidates for neutral

Short-term occupancy:

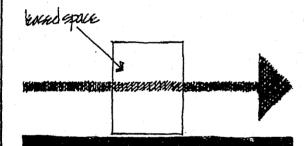
flexibility

facility construction, since the resulting plant is of more marketable size. A police system that employs smaller and more neutral facilities will not be burdened by a physical plant that has out-lived its usefulness.

Leased space: Like the construction of neutral space, leasing space provides freedom from the necessity of long-term occupancy. Examples of leasable space suitable for use as a Community Police Station, a Neighborhood Walk-In Facility, or a Team Policing Center include:

- Small churches
- Restaurants
- Retail sales stores
- Service stations
- Drive-in restaurants
- Small shops

If space is leased, programs can be relocated to alternative environments better suited to changed requirements. The police system can also attain flexibility of identity or image to meet the changing aspirations of the community it serves. A further advantage, if lengthy lease negotiations can be avoided, is the shorter time required for facility acquisition. Integration of police facilities into the community fabric can be achieved by means of leasing space. Finally, special investigative units requiring a high degree of anonymity might find that leasing space can help them insure that their operations remain covert.



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Mobile Facilities:

Within their strict confines, mobile facilities (more commonly used as trailer-homes) afford law enforcement agencies mass-produced, variable-use space with a high degree of mobility and roadability.

Mobile facilities may be useful in those cases where a group of components requires a very high degree of internal and external flexibility. It should be possible to move the unit from site to site without undue preparation or expense. It should also be possible to create a number of alternative spatial arrangements with a minimum of effort.

As with most flexible systems, mobile facilities will be single story units (although many have stacking capabilities), and their floor area will vary. (The largest provide about 850 square feet.) In most programs, modules may be combined, permitting each unit to house separate functions (training and records, for example). In cases where space needs are minimal but a premium is to be placed on portability, using single units to meet multiple functional requirements may be considered. The following are examples of the kinds of programs mobile facilities might house:

- Recruitment program
- Motor vehicle safety programs
- Educational and crime prevention programs
- Narcotics programs
- Detoxification center
- Temporary field offices in response to seasonal variations in population

flexibility

Most units are from 10 to 12 feet wide. They can be as much as 70 feet long. Local construction codes must be investigated as part of the planning because they may not allow mobile facilities of these maximum dimensions.

A steel carriage with wood framing and aluminum skin is the most common mobile structure. Variations in structure and in the placement and size of doors and windows will be determined by local building codes.

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If the aim is to provide a flexible, movable building system, the various types of portable building systems must be considered.

Divisible Facility Systems: Divisible facility systems are buildings planned to be joined and separated as large modular building components. Divisible building systems have a potential for meeting a wide range of program needs. Since the structural system for these facilities may be of steel frame or reinforced concrete, divisible facility systems are the movable systems most likely to meet the requirements of the high security areas in a police facility. They are equally applicable to various low security areas, particularly those that will remain at a particular site.

In most program solutions a module may be combined with others, with each unit housing a specific function. For example, there could be one module each for use as a classroom, a records center, a communications room. Where space needs are minimal, but internal and external flexibility is required, a single unit may be adequate.

Facility mobility:

It should be noted that divisible facility systems, especially those constructed of steel or concrete, have less mobility than other systems. This is so both because of the materials divisible system elements are made of and because they are designed to be used several at a time. For this reason, these systems are particularly well-suited to high security areas where permanence is desired.

For the greatest ease of transport, divisible sections may be limited to 8' - 10' wide modules. The length may vary from 24' - 36', depending upon the designer's engineering capability. When planning, applicable code requirements for module size should be met.

Steel and reinforced concrete frames are the most common structural materials used in divisible facility systems. Wood frame systems may be used if local codes permit.

Various exterior finishes may be appropriate. They should be chosen for their character, ease of maintenance, and aptness for local climatic conditions, rather than to meet engineering demands.

Portable Buildings: Portable buildings are structures that are moved intact from one site to another. They may be useful for new or existing programs that require immediate construction, alteration, or expansion. Transportation techniques are similar to those used for moving houses. Portable buildings will probably be most appropriate for community-based programs. Most portable structures are designed as single units. This makes them suitable for housing separate functions.

flexibility

The majority of portable buildings are single-story and provide variable floor areas of up to 1700 square feet. Particular attention to the floor area per unit should be given when considering these systems for police programs. Where small-scale programs are planned, a single unit may be able to meet the need for space, while larger programs may require a network of units. If there is a need for a network of clustered units, the various ways of joining the units should be carefully investigated. It may be that other relocatable systems are more appropriate for multipleunit schemes.

Portable building systems may be applicable to the same wide range of police programs as mobile facilities and divisible facility systems.

Width, length, and height are restricted by the logistics of access to and from the site. Before planning a building, the planner should have the characteristics of the site well in mind: utility poles, overhead bridges, lane widths, and intersections where cornering may be difficult.

Twenty-eight feet is generally considered to be the maximum feasible width for a portable building, and 68' - 72' the maximum length. A 13' 6" road-to-roof peak clearance is generally considered the practical maximum. Mobile units generally consist of a wood frame mounted on a heavy-duty steel chassis.

In many states, the size of the building will depend on the legal limits placed on structures being moved. The following, from the Bureau of Traffic of the State of Illinois, shows typical D

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restrictions:

Width Range	Maximum Distance
8'-1" - 10'-0"	Unlimited
10'-1" - 12'-0"	25 miles
12'-1" - 14'-0"	15 miles
14'-1" - 18'-0"	10 miles
18'-1" - 20'-0"	8 miles
20'-1" - 24'-0"	5 miles
24'-1" - 30'-0"	3 miles
30'-1" - 34'-0"	2 miles
over 34' - 0"	$\frac{1}{2}$ mile

Demountable Facilities: Demountable facilities are structures that can be dismantled and moved to a new site with a relatively high rate of building component recovery. Parts for demountable structures are usually factory-made and shipped to the building site. Once assembled, they may be reassembled at a later time if program needs dictate.

Since demountable facilities are the slowest and most costly of relocatable systems to move, they should probably be selected for use as facilities requiring a relatively high degree of permanence. A Community Police Station, for example, might well be housed in demountable facilities.

Buildings of almost any size or configuration can be planned using one or more systems of demountable components.

A wide range of structural systems can be built into demountable systems. The

flexibility

curtain wall system is the most common. Particular attention should be given to wall and ceiling design and construction when security is an issue.

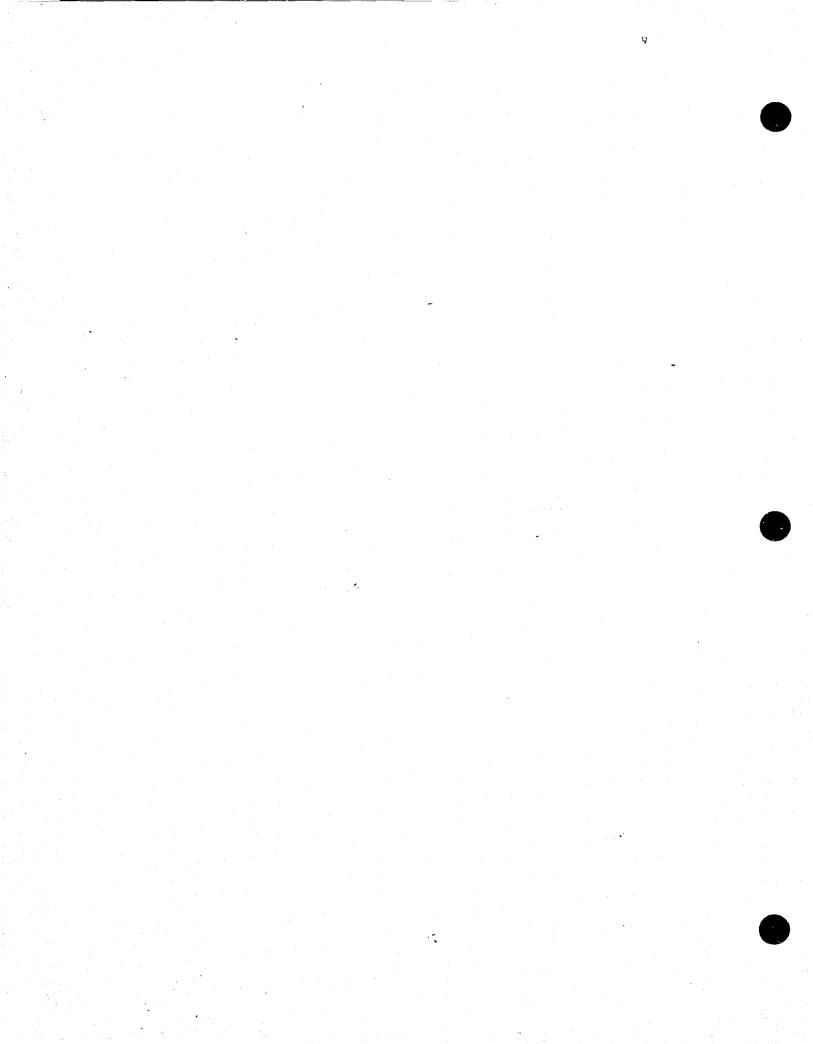
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scale

The concept of scale deals with a faccility's size in relation to its human occupants and neighboring buildings. Scale is an extremely important consideration in evaluating an architectural design. Choosing the proper scale for a police facility can help to integrate the building into the community setting. The proper scale also means a better fit between human size and the scale of the building.

Police facilities tailored to human scale give environmental support to program objectives contingent on individual behaviors. The size of facility components in relation to their users is a scale consideration that should govern component design. The interior spaces of a police facility should be of the same scale as comparable spaces in commercial and civic institutions elsewhere in the community. This is particularly true of offices, waiting areas, counseling rooms, and temporary holding rooms. The temporary holding room, for instance, should resemble a small waiting room in scale. Humanizing a facility's interior scale increases the potential for courteous interaction.

Architectural variation is another means of achieving human scale in such areas as hallways and large rooms. As an example, long corridors (in excess of 50-60 feet in larger facilities, or 30 feet in smaller settings) should be avoided unless relief is provided by continuous exterior exposure, a significant variation in width, variation in the line of movement, or a combination of these provisions.

In the planning and design of a large facility, such as an Administrative and Technical Services Center, consideration should be given to creating identifiable

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sub-units or modules. The design should provide cues that enable the users to distinguish the various modules and associate different functions with different physical areas. Dimensions of 12 to 40 feet generally contribute to the maintenance of a human scale in building design.

Scale must also be considered in the development and definition of exterior spaces. Again the aim should be to build facilities on a scale that is consistent with human activity. For continuity of scale, the dimensions of exterior spaces defined by building masses or components should be the same as, or multiples of, the dimensions of the masses themselves.

The scale of a space should be determined by its purpose and the number of people who use it. For example, the proper width for an exterior entrance should be determined by the character and frequency of its uses.

Police facilities should be integral parts of their community setting. For this reason, the scale of police facilities must be compatible with the scale of buildings in the surrounding community. Thus, in the selection of a site the intended scale of the proposed building must be taken into consideration.

Scale greatly affects the extent of citizen acceptance of police facilities. Every effort should be made to reduce the apparent size of a Community Police Station (CPS). The larger and more imposing the structure, the less likely the average citizen will be to want to enter it. In general, a single-story building is preferable for use as a CPS.

Facilities of human scale are another means to help the police become better integrated into the social fabric of the community

scale

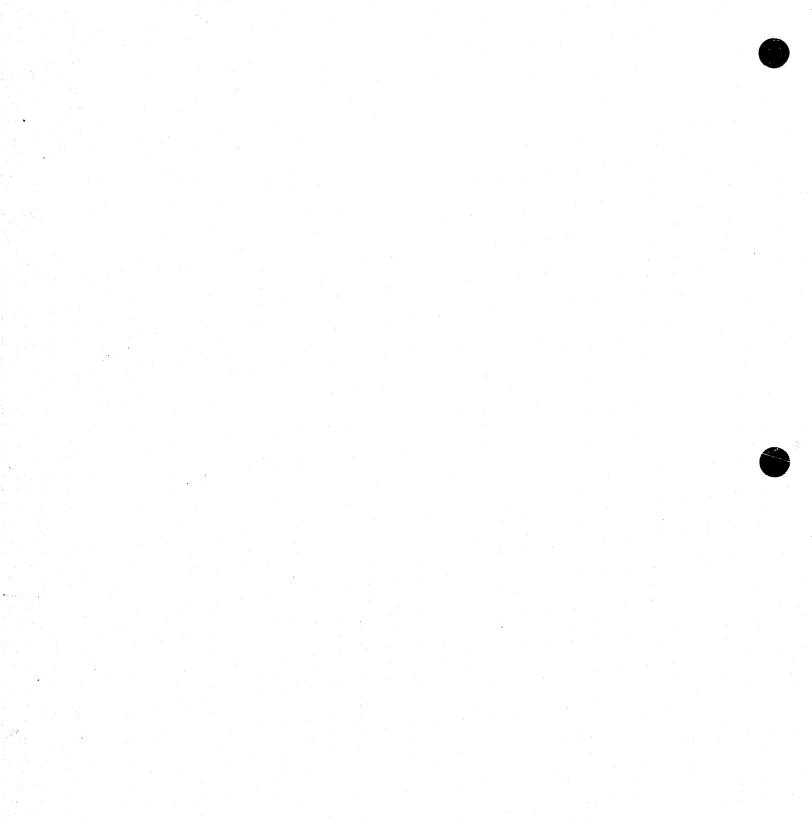
they serve. Another advantage of such facilities is that they are easier to dispose of once their usefulness as a police facility has been outlived, since their realistic scale makes them more marketable.

Although it is a larger facility, the Independent Police Station must still resemble the buildings that surround it. Special care should be taken to avoid imposing or monumental characteristics. The lobby/reception area should be inviting and easily accessible from the street. Attractive design elements can help maintain a human scale throughout this larger facility.

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air quality

achieving an optimal environment for facility-based police operations. Proper control of air temperature, humidity, movement, and purity can have a significant effect on the efficiency and morale of those using a police building. Carefully regulating air quality will also reduce maintenance costs and extend the useful life of all of the furniture and

The efficiency of any heating, ventilating, and air conditioning (HVAC) system depends on many variables:

Air quality is an important factor in

Nature of the System

equipment in the building.

- Zoning
- Heat gain/loss
- Activities
- Flexibility

These variables, either alone or in combination, contribute significantly to the effectiveness of the system used.

The nature of the HVAC system may affect the quality of air control. In a more complicated building, such as an Administrative and Technical Services Center, with more elaborate contents, such as crime laboratories, a communications center, etc., the demands made upon the HVAC will be greater and more diverse. Today, some systems only heat, while others heat, cool, and regulate humidity, dust, and odors. This latter type of system can better maintain certain aspects of the environment necessary for the performance of the intended function of that space. Since all police facilities do not require the same degree of air quality control, a thorough evaluation of the facility in question is necessary before an HVAC system can be

concepts

properly chosen.

There are many types of zoning referred to elsewhere in section D: zoning for security, zoning for acoustical control, and zoning for lighting control. By zoning is meant the grouping of rooms or areas with similar problems or conditions. In the case of an HVAC system, a building is zoned to allow the best air quality control possible. By zoning rooms with similar HVAC requirements, they can all be serviced by a single line of ductwork. But the other types of zoning (acoustical, lighting, and security) must also be taken into consideration. Police planners, architects, and engineers must achieve the best integration of all of the many systems within a police facility.

The degree of heat gain and loss are important to the overall efficiency of any HVAC system. There are many places where heat gain and loss may occur: windows, doors, walls, partitions, ceilings, roofs, floors, cracks, etc. There are several means of overcoming these problems. Double glazing can more than halve heat loss through windows and doors and greatly improve interior comfort. Adequate amounts of any insulating material suitable for the geographic location coupled with the proper sealing of all doors and windows will also reduce heat gain and loss.

Another source of heat gain and loss is building orientation to the elements. In the northern parts of the country the west side of a building is most exposed to wind. Entrances should be avoided on the north and west sides when possible. When impossible to locate away from prevailing winds, entrances should be screened and all doors and windows must be properly sealed to avoid atmospheric leaks.

In northern climates sunlight is most desirable on the southern side of the building. Therefore, windows should be concentrated

air quality

on the south walls and eliminated from all north walls. This encourages maximum heat gain and minimum heat loss in the winter. In warm climates the optimal side to glaze is a northern exposure. This helps eliminate heat gain.

Activities vary within a police facility, from sitting quietly in a waiting room to doing heavy exercise in the physical training area, and the mechanical input should vary, as well. The more strenuous the activity or the more people there are enclosed in any particular area, the greater the demands made on the HVAC system.

An HVAC system can become grossly inadequate unless flexibility is considered in the preliminary design phase. The flexibility of the entire facility must first be determined. If the facility is to be of open plan style, then the HVAC system must be correspondingly flexible. An open plan allows warm air to filter out to the exterior walls from the warm inner core, which a partitioned floor plan assumes the use of mechanical systems to dissipate the heat built-up in the central area. If the facility is to be built in phases (some years apart), the HVAC system must be adequate to meet increasing demands. Failure to take this factor into account will result in needless expense when the facility is expanded.

Areas of a police facility where the quality of air is particularly critical for the effective conduct of operations include the following:

- Communications center
- Crime laboratories
- Temporary holding rooms

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10.3

cility planning concepts

- Physical training areas
- Conference rooms
- Interview spaces
- Evidence storage vault
- Firing range

These are facility components in which the maintenance of consistently high air quality is particularly difficult to achieve. However, air quality should be given a high priority in the design and construction of all of the components of a police building.

Temporary holding rooms and interview spaces must have a high rate of air exchange in comparison to other parts of the building. The air in these spaces should be fresh and free of unpleasant odors at all times.

Physical training areas will also require a higher rate of air exchange but care must be taken not to make the room uncomfortable. Air currents should be directed away from the people in this area as in all other areas in the building; they could cause muscle aches and other discomfort if not handled properly.

Crime laboratories should be provided with a variety of air quality equipment. In addition to regular HVAC services, they require a certain humidity and a dust and pollen-free atmosphere. The laboratory should have a fume hood to remove noxious fumes from the air as quickly as possible. These hoods should be designed to filter fumes as well as exhaust them.

Air quality control is important for the efficient operation of a firing range. Adequate ventilation must be provided to remove smoke, lead dust, and unburned powder (see F 1.2w). Safety precautions for the ventilating system should include accessible and easily-cleaned filters.

air quality

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The conference rooms should have a fairly high rate of air exchange per hour. This will allow the accommodation of larger groups (up to twenty people), the elimination of smoke odors, and the main-

tenance of a comfortable level of humidity.

There should be a constant level of temperature and humidity in the evidence storage vault and it should be dust-free. This is necessary to preserve the evidence in perfect condition until it is presented in court.

Because of the sensitive and costly equipment installed in the communications center, it has the most stringent air quality needs. The air must be dustfree, the temperature should be comfortable for human occupancy, and the relative humidity should range from 40 - 80%. Exact specifications for humidity, temperature, and dust control must be obtained from the manufacturers of individual pieces of equipment. In areas where delicate equipment is vital to the smooth operation of police programs, auxiliary air tempering systems will enable the machines to function properly should the main system break down.

Fresh air is always necessary in any facility. Since adequate amounts of fresh air are introduced into the building by the normal operation of an HVAC system, operable windows are not required. Placing operable windows in any police facility is left to the discretion of the planning team and the architect. If there are to be operable windows, protective screens on the inside should not make opening them difficult or impossible.

Using the proper HVAC system to control the interior environment can increase the alertness and efficiency of those working

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in the building. Keeping the air clean and fresh can improve the health and general working conditions of all.

references

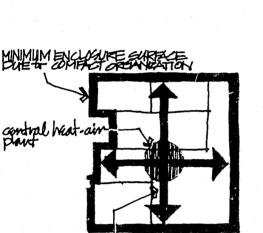
Fred Dubin (as reported by Margot Villecco), "Energy For Architects," Architecture Plus, (July 1973), pp. 39-49, 74-75.

John E. Flynn and Arthur E. Segil, <u>Architectural Interior Systems</u>, (New York, N.Y.: Van Nostrand Reinhold Company, 1970).

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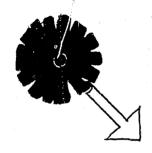
shorter ductrims

General climatic conditions have important positive and negative effects on the planning and design of police facilities. Traditionally, planning has centered on means of overcoming adverse climates, but opportunities for designing police facilities that take advantage of r e favorable conditions should not be overlooked.

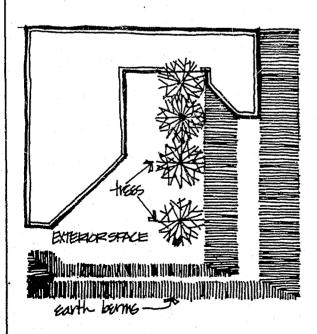
In locations where severe climatic conditions prevail, compactly organized facilities should be considered. Compact organization has the advantage of reducing total heat loss by reducing the required enclosure surface. In addition to a reduction of heat loss. a compact scheme can mean a reduction of summer heat gain. Where air conditioning is involved, a related economy of compact organization can be achieved by reducing the length of ducts or service runs. As is true of the other facility planning concepts discussed, climate should not be the sole determinant of facility design. The need to respond to other facility requirements may be great enough to outweigh this consideration in specific instances. In every case, first priority should be given to meeting the needs arising from individual programs.

Those in locations subject to extreme winter conditions should consider two issues. First, the maintenance of clear access should be considered in site and facility planning. This can influence site development and circulation design as an integral part of facility planning. The techniques available for removing snow from roads and parking areas should be assessed. An effort may be made to arrange facility components in a manner that minimizes the amount of pavement required for

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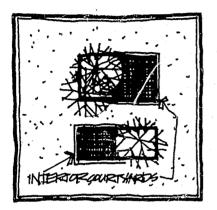


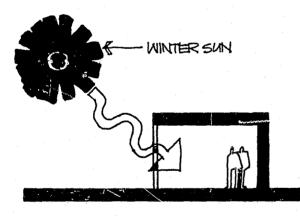
service, visitor, or staff access and parking. While it may not produce a compact facility, this consideration suggests placing those components that require vehicular access in close proximity to each other. In any climatic or regional context, such an arrangement will also reduce the cost of grading, preparation, and paving by reducing the total area required.

A second issue in locations with extreme winters is the avoidance of entrances on the north side of any building. The disadvantage of northern entrances lies in the fact that dangerous snow and icecovered approaches will be present. The mass of the building itself can keep the sun's rays from warming the approach surfaces, thus maintaining slick areas long after they have disappeared elsewhere. Installing an electric snow melting device in the pavement surface at the time of construction can help alleviate this problem, but it can be dealt with more appropriately during the facility planning phase.

Facility locations with temperate weather in the summer or year round should take full advantage of this environmental support for police programs. An integral part of the planning and design process should be the consideration of exterior activity space for various training activities at the Criminal Justice Training Academy, and for outdoor counseling spaces and supplemental staff lounge areas in Independent and Community Police Stations. In amenable climates, or at certain times of the year in some areas, opportunities are available for exterior activity. The planning of exterior space is as important as the planning of interior space. The same considerations (movement patterns, use areas, and personal interaction

climate





opportunities) should apply. Means of identifying and encouraging the use of exterior areas include earth berms, trees, shrubs, and other plants. The potential for environmental support of program objectives should be thoroughly considered and incorporated in the planning of a facility.

Fair weather locations favor the use of open-air courtyards. These provide light and ventilation for interior rooms, helping create pleasant working conditions. They can also be used for additional lounge and counseling space.

In northern and central locations, orienting certain areas within a police facility for sun exposure should be considered. Some components may be organized to allow selected indoor areas to receive the warmth and light of the winter sun. Such attention may be given to:

- Counseling areas
- Lobby/reception area
- Classrooms
- Staff offices

This can be achieved by giving the designated spaces a southern exposure.

In extremely hot regions, or those that receive great amounts of rainfall, covered walkways should be provided for visitors from the parking area into the facility. Covered parking areas should also be provided for staff use. This will enable patrolmen to enter the facility on business and return to their cars with minimal exposure to the elements.

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Another method of sun control for hot climates is to limit the size of the fenestration. This will decrease the amount of heat gain through window glass. Using decorative sun screens is another way to shade windows while adding an attractive design and security element to the facade of the building.

utilities

The planning of utilities is an important part of the overall design of a police facility. Properly placed utilities can add much to the overall effectiveness and versitility of the building. Under the heading of utilities are included: electricity, plumbing, water, gas, and telephone.

In order to allow maximal change with a minimum of expense, flexibility must be considered in planning utilities. If some of the partitions are to be movable, core functions should be established. (See D 8.3c.) The core functions should contain areas with a great demand for such relatively inflexible utilities as plumbing and water lines.

The development of accurate program projections is an essential aspect of sound utility planning. Projections of this type enable a police department to anticipate its utility requirements for many years after the initial occupancy of a new building. (Note: Program projections for a Community Police Station should normally be for ten years beyond the occupancy date. Projections for Independent Police Station programs should be for a fifteen year period. Utilities for an Administrative and Technical Services Center must be similarly planned if it is anticipated that there will be a need for expansion in the foreseeable future.) Although projections have been carefully prepared, unanticipated changes in program resource allocations will inevitably develop during the life of the building. The introduction of new programs or the unexpected expansion of existing ones will generally necessitate the modification of interior spaces and of utilities.

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Even when comprehensive program projections have been prepared during the initial planning stages, serious problems in space allocation are likely to occur during the second decade of the life of the building. Thus, it is essential that maximum flexibility be incorporated into the design of all law enforcement facilities.

One of the most common means of achieving a high degree of flexibility is to use construction technology that will allow another level to be added at a later date. When this solution is used, utilities installed at the time of initial construction should be sized to accommodate all of the demands that will develop as additional space is added to the building.

All utilities should be planned so that receptacles and other outlets and junction boxes do not protrude into circulation paths. Utilities in temporary holding rooms should be tamperproof. The service runs for these utilities should not pass through these spaces, but should be located in the walls or ceiling, or under the floor. Sprinkler systems are recommended for most areas of a police facility. Where they are to be included, they must be planned and installed at the same time as the total plumbing system.

Areas with special utilities problems include:

- Communications rooms
- Crime laboratories
- Photographic services laboratory

In the crime and photographic services laboratories, special plumbing must be installed to provide service lines for distilled water, acids, and other chemicals.

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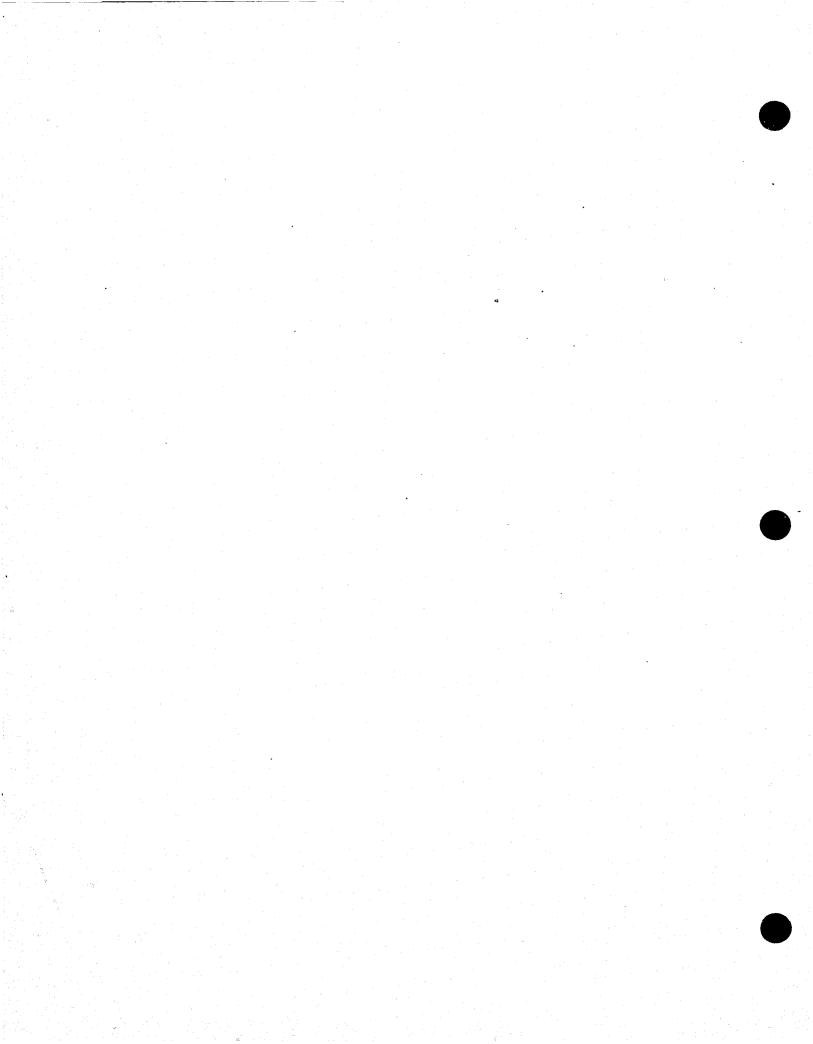
(See sections C8a, C9a.) The communications area should have elevated floors and other provisions for the installation and maintenance of electrical and telephone lines.

Law enforcement facilities must have an emergency power source to insure the continuity of police operations when the normal supply is interrupted. This generator and its fuel supply should be carefully maintained and checked periodically. Special arrangements should be made with a fuel distributor for an additional supply in the event of a prolonged electrical shortage.

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Lighting plays an important role in producing an optimal working environment for many law enforcement operations. The type of light used often has a direct effect on efficiency, morale, safety, and security. Lighting may also influence an individual's perception of color, temperature, room size, and spatial relationships.

Lighting must never be allowed to dominate a space. It should be unobtrusive. In most situations it should be possible to adjust the intensity and distribution of lighting to meet the needs of the user. The effective use of lighting in and around police facilities can contribute in many ways to the overall efficiency of the operation. In exterior applications, lighting is very critical to maintaining a high level of security. A ten foot, highlyilluminated perimeter should surround most types of law enforcement facilities. Entrances, exits, and parking areas must also be adequately lighted at all times. The key to this type of lighting is uniformity. The lighting level can be significantly reduced, cutting down glare, if the lamps are properly spaced to adequately cover the perimeter area. Lighting will help to reduce vandalism and other security problems, and aid those using the police facility at night. All exterior lighting fixtures must be vandal-proof.

Interior lighting can be decorative as well as visually efficient. But in order to utilize available lighting sources to their fullest, it is important to understand the differences between the various types of lights that are available today.

planning concepts acility The two most commonly used lighting sources are fluorescent tubes and incandescent bulbs. Of the two, the fluorescent tube is roughly three to four times more efficient than an incandescent bulb of the same wattage. There are many types of fluorescent tubes available from different manufacturers. Some of these are designed for specialized uses: carnivals, produce departments in supermarkets, etc. The most common types of fluorescent tubes are cool white, warm white, cool white deluxe, and warm white deluxe. Of the four types, cool white is probably the most frequently used. This is not because cool white is more efficient, but because the public is largely unaware of the existence of the other types of lamps. Cool white lighting should be used only in situations where good color perception is not crucial. It should not be used in a police facility.

Although warm white light is just as efficient as cool white, and is better for color vision than cool white lighting, it is still not the best quality available.

Warm white deluxe and cool white deluxe fluorescent tubes were developed to provide a high degree of color fidelity, i.e., a high color-rendering index. The efficiency rating of deluxe lamps is two-thirds that of regular cool white or warm white lights. They are still more efficient than incandescent bulbs, and they help display colors to good advantage. Cool white deluxe tubes are especially suitable for rooms colored green, blue, or aqua. Cool white deluxe lights do not have the same tendency to grey bright colors as their cool white counterparts. Warm white deluxe tubes are recommended for yellow, orange, red, and brown rooms. The quality of light from these lamps is most closely related to the light discharged from an incandescent lighting source. For efficiency of operation, it has been found that four 4 foot fluorescent tubes give off 40 percent more light than

lighting

eight 2 foot tubes of the same total wattage. This is true because generally there is a gain of light per watt as the fixture gets longer.

Incandescent lighting, while not the most efficient available source of illumination, is frequently desired for spot lighting and other special lighting needs. Incandescent lighting is warm and pleasing to the eye. The color rendering of incandescent lights is considered by most to be acceptable and even flattering. In order to achieve an optimum atmosphere, the use of incandescent lights in conjunction with flourescents is highly recommended.

Choosing the correct lighting fixture is particularly important in attaining the best possible atmosphere for each operational area. Quality, aesthetics, and economy are the essential criteria to be considered in making a final selection. Lighting engineers should normally be consulted to help choose the proper level of lighting, type of light, and fixture needed for each individual area.

The organization of an operational area may also affect the amount and type of lighting needed. A comparison of open office partitions and fixed floor to ceiling walls found that for the same amount of illumination on given work surfaces, floor to ceiling walls consume 25 percent more energy in lighting than open office partitions. This is due to the fact that conventional walls not only reflect light, but may absorb it, depending on color, texture etc. Whereas, with open office partitions, fewer light fixtures can serve a larger space.

All police facilities have several areas with special illumination problems. These must be treated individually. The

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various specialized tasks performed in police laboratories need adequate illumination. Because laboratories are located in high security areas of the building, and will have little if any outside lighting, they must achieve a proper balance of illumination if they are to provide a pleasant working atmosphere.

The prisoner processing area and holding rooms should have an unobtrusive lighting system. Using appropriate lighting will help convey an impression of civility in these areas with a high potential for hostility and animosity. (See section D6c.) The lighting in these areas should not be over-bright; it should be maintained at a level that is comfortable for performing the various tasks necessary. Using indirect or recessed lighting fixtures is a good way to obtain adequate, glare-free lighting. Spot lights may be necessary to add extra illumination where photographs are taken or where other special tasks are performed. The level of lighting in temporary holding rooms should be equal to that in adjacent rooms. The light fixtures throughout the prisoner processing area and the holding rooms should be tamper-resistant. This can be achieved by using a decorative metal screen or a damage-resistant plastic cover.

Often overlooked when designing facility lighting systems are the storage areas. These vital areas should be well-illuminated so that they can be kept uncluttered and so that it will be easy to find things.

The firing range requires a wide variety of lighting levels in order to simulate various lighting conditions. (See section Flw.) A lighting engineer should be consulted to help obtain optimum lighting effects.

Lighting for a classroom or briefing room must be designed to accommodate the use of audiovisual equipment during daylight hours. Consideration should be given to using window shades.

lighting

A lobby/reception area should be softly illuminated. There should be enough light available for persons to read while they wait. The lighting should be indirect or discreetly recessed into the ceiling. The atmosphere desired is that of a typical office-reception area. Spot lighting may be used to give additional light where desired: to spotlight paintings and display panels or to provide additional light for the receptionist, for example.

The communications room poses special lighting problems. A general level of illumination must be provided. In addition to this, spot lighting may be desirable where special tasks are performed, such as at the complaint receptionist's console, and the dispatcher's console, and the information specialist's console. In communications areas with a status-locator board, special care must be taken to see that the general lighting arrangements allow it as much visibility as possible.

In conference rooms, the ability to achieve a range of illumination is desirable. This may be accomplished by using a rheostat or independently controlled lighting group.

Another lighting problem to be considered is the control of sunlight. In an area where there is a large expanse of glass, such as the lobby/reception area, in a community police station, it might be possible to use low light transmission (tinted) glass, available in a variety of grey and bronze colors. Another method of controlling sunlight is to use decorative screens and overhangs on the exterior of the building. It is important to zone areas where sunlight is desired, such as classrooms and lobby/reception areas, so that they can be properly oriented.

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planning concepts CILLY In large facilities the care and maintenance of lighting fixtures is very important. A maintenance plan should be developed and followed carefully. In larger urban areas there are often independent companies specializing in lighting maintenance.

Emergency lighting, produced by auxiliary power generators, should be available for security areas and twenty-four hour operation areas. The mechanical condition of the auxiliary generators must be checked at regular intervals.

In all buildings where a great deal of flexibility is desired, special consideration should be given to lighting installation. Before installing any lighting or mechanical systems, walls, plumbing, etc., a grid or module must be developed for future changes. Using this grid, the engineers must then design their system to conform.

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A proper acoustical environment is critical for the efficient operation of a police facility. Four aspects of noise (defined as "unwanted sound") must be considered:

- 1. Transmission of outside noise into the police facility
- 2. Transmission of interior noise to the outside
- 3. Transmission of sound from one room or area to another
- 4. The level of sound control within individual rooms

Some of the chief sources of outside noise are pedestrians, motor vehicles, and trains. Although an excellent location for an ATSC is adjacent to a limited access highway, and Community Police Stations are usually located where there is a high level of pedestrian traffic, both of these situations present serious accoustical problems.

There are several effective ways of solving the problems of outside noise. The orientation of the building on the site is important in reducing outside noise transmission. When possible, the entrance and lobby/reception area should not face the chief noise source. The side of the building facing the noisiest area should have as few windows as possible and they should be double glazed. Another means of diffusing and absorbing unwanted sound is to use landscaping and grading. Earth berms can be effective for absorbing noise. Taking the above precautions should help reduce the level of noise from outside the building.

External Noise:

Internal Noise:

Room-to-Room Noise:

It is not desirable that people outside a police facility hear noises emanating from its interior. This is especially true of noise from the firing range and the prisoner processing area. Sound might escape through ventilation ducts, pipes, and windows. These should be acoustically insulated to prevent noise transmission.

Noise from other rooms is a chief source of distraction. There are many sources of such noise. In general, it can be said that where air can go, sound can go. Thus noise can travel through ceilings, walls, and floors; through structural elements, common air ducts, and electrical receptacles. The solution to the problem of noise is not to render a room soundproof but to create an acoustically comfortable environment.

Areas which utilize the open office planning concept have special problems. The acoustical keys to this type of system are speech clarity within a given work station and speech privacy between two or more stations. With today's technology these important acoustical considerations are handled by acoustical ceilings, screens or part-high barriers, and masking sound systems. These elements help eliminate the disturbances created by small changes in the sound levels from nearby work stations and overall increases in general background noise.

When planning and designing police facilities, it is important to zone the various areas acoustically. Functional areas can be divided into basic groups: noise-sensitive, noise-producing, moderately noise-sensitive, and moderately noise-producing. These groupings should be zoned so that the noise-sensitive areas are placed as far as possible from the noise-producing areas. Similarly zoned elements should either be located adjacent to one another or placed on top of each other. The moderately-sensitive and moderately noise-producing areas should act as physical buffers between the noise-sensitive and the noise-producing areas. Closets,

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storage areas, and hallways can also serve as buffers.

Most often neglected in discussions of acoustics is the building itself: its walls, floors, ceilings, and structural elements. It is not enough to place acoustical materials on all surfaces. In all older buildings and in new buildings after they have settled, it is important to fill all cracks in the walls and between the walls and the floor or ceiling. These are common sources of noise transmission.

After cracks have been eliminated, use acoustical material in the rooms where the most noise is generated. Some possible methods are:

- Painting concrete-block walls
- Hanging draperies
- Installing carpeting or other resilient flooring
- Putting acoustical materials on floors, walls, and ceilings

Areas that might generate a sufficient amount of noise to adversely affect other operations include:

- Lobby/reception area
- Classroom
- Locker room
- Exercise room
- Staff lounge
- Firing range
- Sally port
- Duplicating room

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• Typing and secretarial area

The lobby/reception area might generate many types of noise. It should be acoustically isolated from the rest of the police facility so that it will not disturb other police operations.

The station classroom is another area requiring a high degree of acoustical insulation. Sound control should be sufficient to permit the showing of training films without disturbing operations in other parts of the building.

The locker rooms and the exercise area are both sources of a great deal of noise. They should be particularly well-isolated from the classroom and the library reading room. A staff lounge should be located so that personnel using this area do not have to be unduly quiet.

The firing range presents a number of difficult acoustical problems. The high sound level produced by the discharge of firearms can be very detrimental to a person's hearing. The noise of a firing range will affect both those using the range and those in other parts of the building.

Poor sound control in a sally port adds unnecessary confusion to the process of transferring prisoners into the building. Because the sally port is an enclosed driveway, the noise of running vehicles should be muffled. The noises within the sally port must be kept to a level that is comfortable for human hearing. No noise from the sally port should be audible inside the main part of the building.

In planning for both a firing range and a sally port, it is advisable to consult an acoustics expert in order to determine the proper methods of applying sound attenuation and isolation.

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The typing and duplication areas in a

police building need to be acoustically isolated from the administrative offices they serve. The sound of typewriters, duplicating machines, and filing drawers, if not properly handled, can become sources of constant distraction and confusion. In the interest of secretarial efficiency it is advisable to locate duplicating machines in a separate room.

Other sources of unwanted sound are mechanical and plumbing chases. Care must be taken to isolate these potential trouble spots from the structure of the building. This will lessen vibrations and other noises that might travel through the structural skeleton of the building. Acoustical material should be placed in and around sources of mechanical or plumbing noises such as ducts handling high velocity air and water hammer in piping. These sources of noise can be isolated if treated properly.

Noise originating outside of a given room should not be audible when normal activities are underway inside. The use of "white" noise (i.e., soft music or the gentle hiss of a mechanical diffuser) will generally mask unwanted sounds from outside the room. This type of background will also help cover the room's internal noise.

Another method of isolating sound is to extend all partition walls up to the floor or roof structure above. This prevents unwanted sound from being transmitted beyond an acoustical ceiling.

The proper method of grouping rooms around a courtyard must be carefully sought. If placement is handled incorrectly, the court will act as a speaking tube and easily transmit noise from one side to another. Therefore, activities with similar noise levels should be

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placed around the courtyard. The use of shrubbery and small trees will contribute to sound attenuation in a courtyard.

When choosing demountable partitions, particular attention should be paid to their sound isolating qualities. Inferior products and faulty installation can drastically decrease the usefulness of demountable partitions.

Certain areas of a police facility require a great deal of sound control. Some of these are:

- Communications area
- Prisoner processing area
- Conference rooms
- Administrative offices
- Counseling areas
- Library

The communications area must be acoustically isolated from the surrounding areas because of the critical importance of the work carried on there. Inside the rooms themselves, acoustical treatment is needed to prevent reverberation and echoes. Noisy machines used in the communications area, such as teletype machines, should have acoustical padding. Since the communications room is of interest to the general public, special care should be taken to see that touring citizen groups do not distract those working in the area. Dispatchers should be acoustically isolated from complaint reception officers. This will reduce the frequency of distractions. An acoustical engineer should be consulted to determine exactly the acoustical needs for every situation.

acoustics

Acoustical considerations are important for the prisoner processing area. These spaces tend to have a high degree of interpersonal conflict and noise. The use of such acoustical materials as carpeting, tile, and draperies will not only improve the acoustical qualities of this area, but will encourage civility. (See section D 6c).

Conversations in consultation rooms, administrative offices, and conference rooms require privacy. Special acoustical measures must be taken to provide maximum privacy to these areas.

The library must be acoustically treated so that quiet reading and studying can take place. The use of draperies, carpeting, and soft chairs will help reduce distracting noises.

The detention rooms must be acoustically insulated from the surrounding areas. They need to have built-in sound systems for monitoring those being detained.

In general, carpeting, to absorb such impact noises as footfalls; draperies and other acoustical materials, to isolate noises, are recommended for use throughout police facilities. These amenities not only increase sound attenuation and add color and civility but also improve the working environment.

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fire safety

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The protection of life and property from the potentially destructive effects of fire is an extremely important consideration in the planning of all law enforcement

is an extremely important consideration in the planning of all law enforcement facilities. Three basic categories of facility components must be considered in planning for fire safety:

- A. Components of a police building that must be protected from excessive fire damage in order to assure the uninterrupted delivery of law enforcement services to the community:
- Data storage and retrieval (records)
- Communications center
- Evidence storage vaults
- Emergency equipment storage
- B. Areas of a police facility with functions that generally imply a high level of fire hazard:
- Firing ranges and ammunition storage
- Vehicle maintenance and fueling areas
- Forensic laboratories
- Generators and heating units
- C. Certain parts of a police facility must be carefully planned in order to protect persons held in custody from fire. These areas include cell blocks, detention rooms, and all other types of temporary holding facilities.

In the event of a fire, record storage areas must be protected in a way that printed material is not destroyed. In these

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areas, the use of a halogenated extinguishing agent system is highly recommended. This colorless, odorless, electrically non-conducting gas will extinguish a fire and not damage records. Because of its nonconductivity, this gaseous material can be very useful, safely protecting such electronic equipment as computers and radio equipment from fire damage. Therefore its use in the communications area of police facilities is highly recommended.

Because people are detained behind locked doors, fire safety in cell blocks and holding rooms is critical. Using heat and/or smoke-detection equipment along with an adequate sprinkler system will offer a partial solution to this problem. Police and architects should cooperate in developing a detailed emergency evacuation plan during the design phase of detention facilities.

Evidence storage vaults require sufficient protection from fire and smoke damage to preserve the integrity of their contents. Here again, the potential damage a water fire protection system can do must be overcome.

Because of their potential for explosion, riot equipment and ammunition storage areas and the firing range exhaust system all require special consideration. These areas, considered by all codes to present high hazards, require fire resistive or non-combustible construction. The walls, floors, and ceilings of these areas must have a sufficiently safe fire rating to protect surrounding areas from damage in case of a fire. (For more about firing range exhaust systems, see the statement Firing Ranges, section Flw.)

The crime lab, depending on its equipment and other materials, is generally considered a medium-to-high hazard area. Care



fire safety

should be taken to provide the appropriate number of exits while maintaining the level of security vital to an operation of this nature. (See the statement on Crime Laboratories, section F 3e.)

The appropriate building and fire codes should be consulted in all cases. Minimum safety requirements for exits, allowable construction materials, and fire safety equipment should be observed and, if possible, surpassed.

It is essential that a law enforcement agency establish a comprehensive fire safety program. This program should include the following features:

- 1. The development of an efficient evacuation plan, and the instruction of all employees in its operation.
- 2. The scheduling of periodic fire drills that include both department personnel and detainees.
- 3. Intelligent placement and maintenance of fire extinguishers.
- 4. The training of personnel in the use of fire extinguishers and other fire safety equipment.

The selection of furniture and equipment is another area where fire safety standards are critical. Every effort should be made to select furniture made of noncombustible materials. This is especially important in temporary detention areas. Draperies, carpeting, and all other furnishings should be carefully evaluated for their potential as fire hazards. Items that do not provide minimum fire safety should not be considered.

Supplying police facilities with adequate fire safety equipment will increase their

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ability to protect life and property.

This can also help reduce annual insurance premiums. These savings may in time offset the initial cost of providing adequate fire protection.

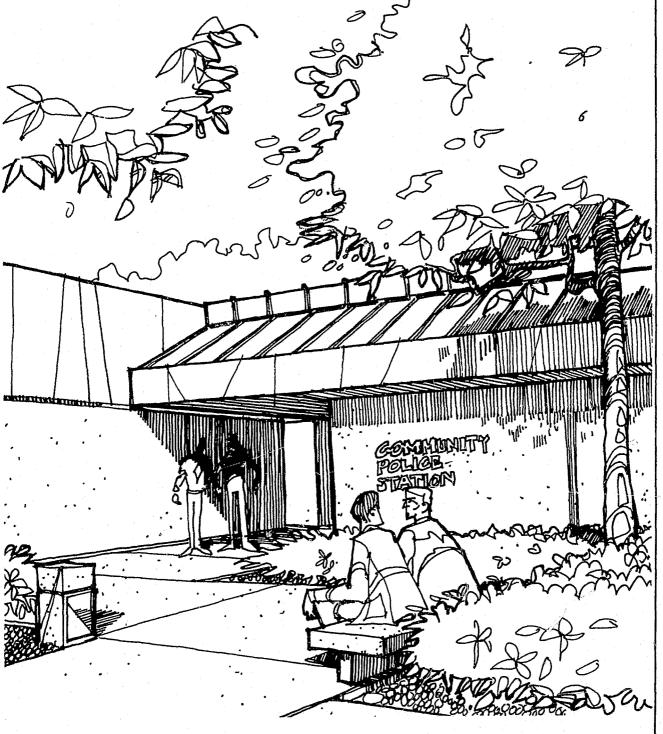
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THE COMMUNITY POLICE STATION

BACKGROUND

The Community Police Station (CPS) is designed to provide a decentralized base of operations for the delivery of police services in the community. It has most of the facility components required to conduct a full range of field service programs. It provides an optimal setting for juvenile counseling and other delinquency prevention programs (see section C 11f), and for handling adults arrested for minor violations of the law. Community Police Stations are often located in shopping centers and other locations that offer maximum visibility and accessibility to the public.

A network of conveniently located facilities of this type enables police officers in the field to solve most law enforcement problems without requiring that witnesses, victims, or complainants travel great distances from their homes to a central headquarters building. The convenience and accessibility of a CPS is particularly important for handling cases involving juveniles and their families.

The CPS is an extremely important element in the operation of a large, decentralized law enforcement system. It usually functions as a satellite of an Administrative and Technical Services Center (ATSC). The staff and auxiliary programs required to support law enforcement operations in an entire metropolitan area or in communities throughout a county or group of counties are normally conducted in an ATSC. (See hypothetical facility network maps, sections D ln through D 4n.)

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It has long been recognized that complete uniformity in the conduct of law enforcement operations in various parts of a metropolitan area or county is neither desirable nor necessary. Citizens in each section of a city or county should be given the opportunity to participate in determining the policies that will guide police officers serving their community. Only in this way can the development of monolithic police organizations be sucessfully avoided. Having a CPS in every part of the city or county served by a law enforcement system reflects a commitment to the principle of direct citizen involvement in the criminal justice process. A CPS provides an appropriate setting for police officials and citizens to meet and discuss their mutual concern about the problems of law enforcement in the

community.

The need to develop a closer working relationship between the police and the people they serve is one of the most urgent problems facing contemporary law enforcement. If crime and delinquency are to be significantly reduced, much greater citizen involvement in the processes of law enforcement and crime prevention will be necessary. In an effort to overcome citizen apathy, and to encourage public involvement in crime prevention activities, many police departments are conducting extensive public education programs. A CPS in each town or community served by the police department can contribute to the success of these programs in a number of ways. The lobby/reception area of a CPS usually contains exhibits and display panels designed to attract people into the building. The classroom, intended primarily for the use of police officers attending in-service training programs, can also be made available for meetings with groups of citizens. Thus, the CPS serves as a center for citizen education in crime prevention techniques.

Another important function of a CPS is to help the police become better integrated into the social fabric of the community. In most communities, the police department is the only public service agency that is open for business on a 24-hour basis seven days a week. Officers on duty are familiar with all of the resources available in the community. They are able to assist people in handling emergencies when they arise.

Many of the characteristics that distinguish modern law enforcement operations have made it increasingly difficult for the police to maintain contact with the public. The extensive use of mobile patrols and the widespread abandonment of foot patrols has eliminated many of the opportunities for casual police-citizen contacts that existed formerly. In many American cities, people only rarely have occasion to talk with a police officer except in times of personal crisis or in an emergency. The reduction in the number of precinct and district stations maintained by most larger police departments has also contributed to a growing sense of distance between citizens and the police.

A network of police facilities conveniently located in the areas where people live and work enables the average citizen to become better acquainted with the objectives and programs of his police department. The accessibility of the CPS makes it relatively easy for people to visit with the law enforcement officers serving their community, and to attend special educational programs sponsored by the department. This arrangement helps to eliminate much of the remoteness that has characterized relations between law enforcement agencies and the citizenry.

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The CPS will become increasingly important as law enforcement operations become more and more centralized. In the interest of both economy and efficiency, police departments are working with other law enforcement agencies to develop joint staff and auxiliary programs. Because many of these technical programs are functionally interdependent, they are often located in centralized facilities sufficiently large to provide the necessary operations space. The removal of records, communications, purchasing, planning, and other functions from the community tends to make law enforcement operations even more remote from the local population. This trend can be counter balanced by developing a network of small, decentralized, community-based facilities a

Another reason for the development of the CPS is that an ATSC is not normally a suitable place to conduct most routine field operations. The difficulty of attempting to provide police services to an entire metropolitan area or to a number of widely scattered towns and communities by using a single centralized law enforcement facility is great. If decentralized facilities are not available, everyone detained by the police must be transported to the headquarters facility for booking and initial processing. In most jurisdictions, a large proportion of those arrested are held in police custody for relatively brief periods before being released. In some cases, they are questioned and released because there is insufficient evidence. The person who originally requested police intervention may be unwilling to sign a complaint. Persons arrested for public intoxication or disturbing the peace may be released after a "sobering up" or "cooling off" period. The practice of releasing persons accused of minor offenses on their own recognizance is becoming more and more common in American law enforcement. The CPS enables arresting officers to handle cases like those described above at a location that is reasonably close to the home of the person arrested. Those charged with

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more serious offenses will be transferred to an Intake Service Center for booking and preliminary evaluation. This eliminates the necessity of including high security deten-

tion facilities in a CPS.

There are a number of significant differences between the CPS and the traditional precinct station. Perhaps the most important difference is that the CPS is less expensive to construct. Because most of the precinct or district stations constructed earlier in the century represented substantial financial investments, police departments have been reluctant to close these facilities, even though they may no longer be located in a suitable place for a facility of this nature. Unfortunately, the architecture of most of the precinct stations constructed during the first half of the century was usually monumental in character. They were often built around a substantial high security cell block. The presence of a jail in the center of the precinct station was a major determinant of its ambience and overall character. These facilities were costly to construct and have proven to be extremely expensive to maintain. The desire of police administrators to avoid further investments in facilities of this type is, therefore, understandable. Still, the need to maintain police facilities that are conveniently located in all parts of a city or county is more urgent than ever before.

One of the characteristic features of most urbanized areas is a lack of stability in the distribution of the population. New residential areas are being continually developed while older ones are gradually abandoned. Areas that were at one time residential may become commercial or industrial. Expressways and rapid transit systems may displace large numbers of people and divide the city in ways that were not anticipated

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by its original developers. This situation creates a need for a type of police facility that will be relatively inexpensive to construct and that can be phased out in response to changes in the distribution of the population.

FACILITY COMPONENTS

Lobby/Reception Area: The main entrance to the CPS should be close to the parking space designated for visitors. (NOTE: If the building is located in a shopping center, it will usually not be necessary to provide special parking for visitors.) The entrance should be set back only a short distance from the sidewalk in front of the building. In addition to a desk for the receptionist, the lobby contains seating for people waiting to talk with police personnel. A small consultation room is located adjacent to the lobby to be used for private conversations between police officers and citizens. The reception area includes public restrooms and a drinking fountain. A complimentary coffee bar may also be included in this area. As noted above, the lobby of a CPS is used to display posters and exhibits which will attract people into the building.

Classroom: This is well-equipped lecture room with a projection booth and space for the storage of audio-visual equipment. The primary function of this room is to provide space for inservice training classes for police officers. However, it can also be used for meetings between police officers and citizen groups. This is a multi-purpose space that enables the police department to extend its hospitality to the community by allowing various organizations to use it for their meetings and activities.

<u>Library/Reading Room</u>: This is another part of the building that is used by police officers for professional development. The principal function of the library/reading room is to make

current literature in the field of criminal justice readily available to all police personnel using the facility. The room can also be made available to high school and college students who are working on projects on law enforcement and related topics.

Shift Commander's Office: This is the operational center of a CPS. The office should contain a set of wall lockers for the temporary storage of evidence prior to the time it is transferred to the evidence storage vault in the ATSC. (See section G 5e.) The room also contains a transmitter/receiver for monitoring field operations.

Temporary Holding Rooms: The facility includes a number of spaces for the short-term detention of arrestees. These rooms should include toilet facilities and be designed for holding adults for periods of up to four hours. (See section F 4i.)

Prisoner Processing Area: A CPS should include a sally port and separate entrance for arrestees. This entrance opens into an area for booking and initial processing of prisoners. As noted above, most persons held at the CPS will be released from police custody in a relatively short period of time.

Briefing Area: The squad room or briefing area is located close to the staff entrance. It is sufficiently large to a comodate all of the officers assigned to a single shift. This space can also be used as a report writing area. Locker rooms for male and female officers and a well-equipped exercise room are located adjacent to the briefing area.

Juvenile Operations Area: This area includes a small waiting room and an office for routine administrative business related to juvenile operations. The area also includes a special counseling room used for

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conferences with juveniles and their parents. The waiting room for the juvenile operations area should be adjacent to the lobby/reception area.

Detective's Area: This part of the CPS is used by officers conducting criminal investigations. It includes a small waiting room similar to that in the juvenile operations area. The detectives' work area contains several multi-purpose rooms for interviewing suspects, victims, witnesses, and informants. These interview rooms are also designed with sufficient security to be used for the temporary holding of persons under arrest.

Conference Room: This is a small meeting room with seating for approximately twelve people. Its primary use is for staff meetings. It can also be used for meetings with small community groups.

IMAGE

A CPS should be seen as a relatively small, conveniently located facility. It should be attractive to organizations looking for a place to hold meetings.

The public entrance and lobby should be attractive to persons walking or driving by the building. The overall impression should be one of accessibility and readiness to serve.

Although security features are engineered into the structure of the facility, its general appearance should not suggest that this was an important consideration in its design. The image should be that of a public service institution and not a fortress.

SIZE

A CPS rarely requires more than 10,000 square feet of floor space. It is considerably smaller than a traditional precinct station, and only about one-fourth the size of an Independent Police Station. However, it must be large enough to accommodate a full range of field operations. The building must also contain sufficient space for a briefing room, lockers, exercise area, library/reading room, and other facilities required for the convenience and professional development of the individual officer.

In designing a CPS, every effort should be made to reduce its apparent size. The larger and more imposing the structure, the less likely the average citizen will be to want to enter it. A single-story building is generally preferable for a CPS.

LOCATION

Community Police Stations are generally located near the activity center of the towns or districts they serve. A site should be selected that places the facility clearly in the context of the life of the community. A large volume of pedestrian traffic in front of the building is highly desirable. The site should also maximize visibility to vehicular traffic.

A location in proximity to a post office, library, school, health clinic, or public park is generally considered ideal for this type of facility. The prime objective in selecting a site for a CPS is to enmesh police operations into the routine life of the community. It should be located in one of the most accessible public spaces in the area.

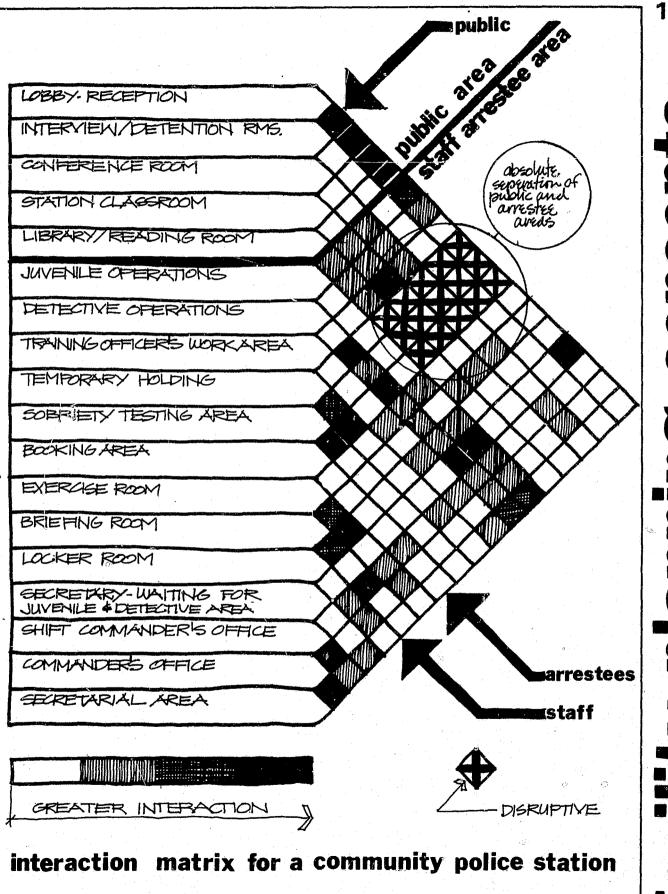
1.9

concepts guinned acility In selecting sites for a CPS it should be remembered that those residential areas of a city which are least likely to be described as "communities" may have the greatest need for this type of facility.

ADAPTABILITY

The population in most urban areas is constantly shifting. In most metropolitan areas, only a small percentage of the people consider themselves to be permanent residents of the neighborhood in which they happen to be living at the time. As new residential areas develop, older ones are abandoned. Police departments must be prepared to adapt to change in the distribution of the population as it occurs. An existing CPS may be phased out and replaced by one or more new ones in other parts of the city. The new probability that the facility may be phased out in fifteen years or less should be taken into account in designing the building. It is often a good idea to construct facilities that can be sold for use as stores or shops at a later date. In this way, a CPS facility can be readily sold when it has outlived its usefulness to the police department. The possibility of leasing facilities that were originally intended for use as stores should also be considered. A former super market or retail store will often be an ideal structure for use as a CPS. These types of facilities are generally located on sites ideally suited to the requirements of a CPS.

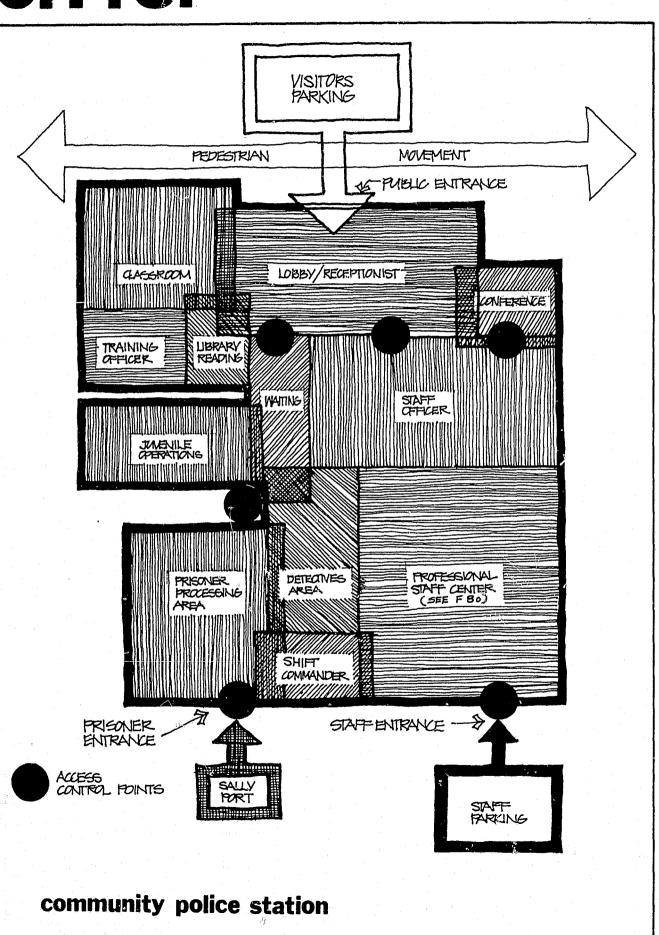
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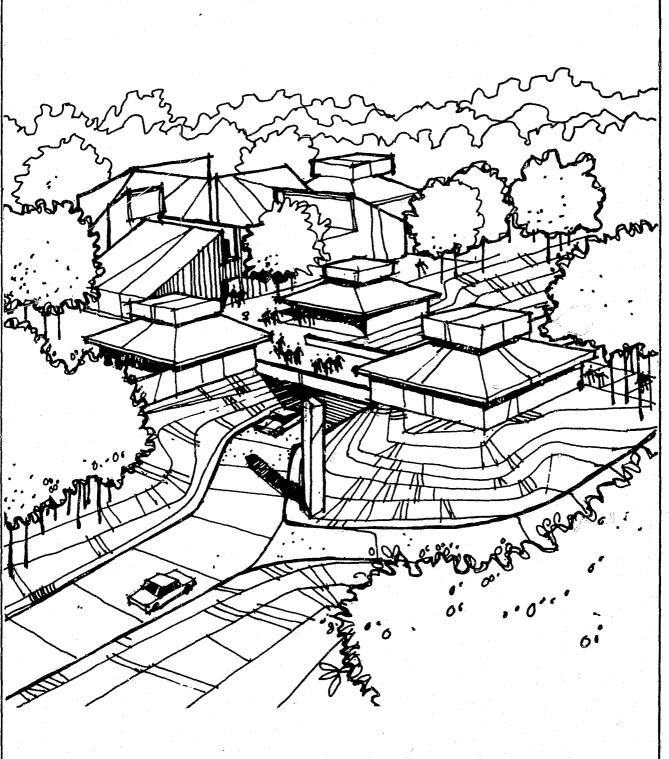
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ADMINISTRATIVE AND TECHNICAL SERVICES CENTER

BACKGROUND

With each passing decade, new applications of modern technology to the field of law enforcement are emerging that will enable the police to more effectively perform their mission of reducing crime and apprehending those who have violated the law. Computer-based information systems, employed in conjunction with electronic communications equipment, have provided law enforcement agencies with a greatly improved response capability. Developments in the area of forensic science have revolutionized the process of criminal investigation.

New methods have been developed in the field of education which will make it possible to provide excellent training experiences for law enforcement professionals at all stages of their careers.

Thus, a major challenge facing contemporary law enforcement planners is to provide police officers in all parts of the country with the technical resources available to support their operations. While relatively few police agencies are capable of developing a full array of staff and auxiliary services to complement their field operations, many police departments are attempting to overcome this problem by developing closer working relationships with other law enforcement agencies in their area. The effect of the current trend toward

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Concept planning greater cooperation between cities, towns, and counties in the development of such basic government services as fire protection, community colleges, parks, and recreation programs will be that many law enforcement organizations will be able to develop staff and auxiliary programs otherwise unavailable to them. The practice of entering into agreements with other agencies to purchase equipment and establish technical support programs will make it possible to avoid costly duplication of effort. It will also facilitate a greater coordination of law enforcement operations in a given area.

The main purpose of an Administrative and Technical Services Center is to provide facilities for most of the staff and auxiliary programs that support police field operations. By placing these services in a single facility complex, the staff of each program will be able to use the resources of all of the others.

Another prime objective in developing a center of this nature is to facilitate the removal of most administrative and technical functions from Community Police Stations. This will greatly reduce the security requirements for these facilities, and make them more suitable settings for routine police operations. In this way, the goal of reducing the size, complexity, and cost of local police stations can be achieved more easily.

The development of an Administrative and Technical Services Center should be considered for all law enforcement systems with more than four hundred officers engaged in the conduct of field operations. (Normally, eighty percent of the personnel in a police department are assigned to field service programs.) The costeffectiveness of a facility of this nature will increase directly as the number of officers it supports increases.

Normally, an Administrative and Technical Services Center will support the operations of three or more Community Police Stations. In most cases, the driving time between the center and the stations it serves should not exceed fifty minutes. This allows officers assigned to field operations to have easy access to the technicians and other staff personnel in the support center.

COMPONENTS

The first step in planning an Administrative and Technical Services Center is to identify all of the programs it will eventually conduct. In some situations, it may be necessary to divide the plan into a series of phases reflecting a gradual process of developing the center. The following is a typical listing of components, based on a plan for phased development:

Phase I

Planning and Research Central Records System Communications Center

Phase II

Recruitment
Crime Laboratory
Criminal Identification Bureau
Photographic Laboratory
Crime Analysis

Phase III

Legal Advisor
Curriculum Development
Career Development
Procurement Services
Vehicle Maintenance and Repair
Public Information

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In addition to the operational areas required for each of these programs, a facility of this nature might include spaces for the following supplementary functions:

Research Library: This component should be centrally located in relation to the planning, curriculum development, and legal advisory staffs. It should incorporate space for extended research projects involving the use of library materials.

Conference Room: The Center should include a conference room with seating for 15 people. Because this space may often be used for meetings with representatives of outside agencies, it should be located near the main entrance to the building.

Staff Cafeteria: In most cases, when more than 100 people are employed in the center, a cafeteria should be provided for their convenience. In addition to its primary function, this area should be designed to accomodate staff meetings involving large numbers of people. It can also be used for banquets and other ceremonial occasions.

LOCATION

The major criterion in selecting a site for an Administrative and Technical Services Center should be its location relative to Dominity Police Stations it serves. The facility should be highly accessible to all of the officers engaged in field operations. The following are examples of circumstances under which police field personnel will need to go to the Center:

 When officers engaged in criminal investigations deliver items of physical evidence and consult with crime lab technicians.

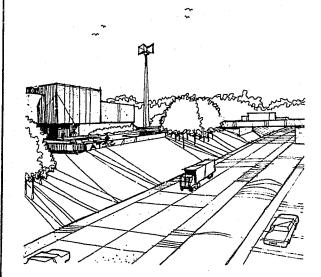
- To deliver film for processing by the photographic services lab.
- To turn in radios, weapons, and other equipment for maintenance and repair.
- When officers need assistance from the legal advisory staff.
- When officers require the testing and counseling services provided by the career development staff.
- When training officers from the Community Police Stations need to pick up films and other training materials.

In many situations, a site adjacent to a limited-access highway interchange will be ideally suited to the operational requirements of this facility type. High-density commercial or residential areas present many problems for a facility of this nature, and they should probably be avoided.

SECURITY

Perimeter security is another important consideration in selecting a suitable site for an Administrative and Technical Services Center. Ideally, the facility should be surrounded by a large open area that can be enclosed with a fence and brightly illuminated during hours of darkness. For this reason, the selection of a site in an industrial ark or undeveloped zone should be considered.

Internal security problems can be reduced by limiting the number of entrances to the building. It may be possible



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to use only two entrances besides the emergency exits prescribed by local fire ordinances. The main entrance would be used by most employees and by others using the building. By requiring everyone who enters the building to present an identification pass or to sign a register, a high level of control can be maintained. A second entrance would include a loading dock and would be used mainly for the delivery of equipment and supplies. A system of identification security checks can also be used at this entrance.

Four areas of the building requiring exceptionally high levels of security are the evidence storage vault, the crime laboratory, the communications center, and the central records office. Locating these sensitive components on levels above the ground floor may reduce security risks to some extent. Basement areas also present certain advantages in terms of security.

FLEXIBILITY

A facility of this nature must be designed to accommodate changes in user requirements. It is quite likely that new programs will be added and existing ones modified during the life of the building. Therefore, the use of demountable partitions throughout much of the building should be considered.

Developments that may result in a significant increase in total staff size include:

 Population growth requiring the assignment of additional police personnel to field operations.

- The expansion of the total area served by the system.
- The development of new staff and auxiliary service programs.

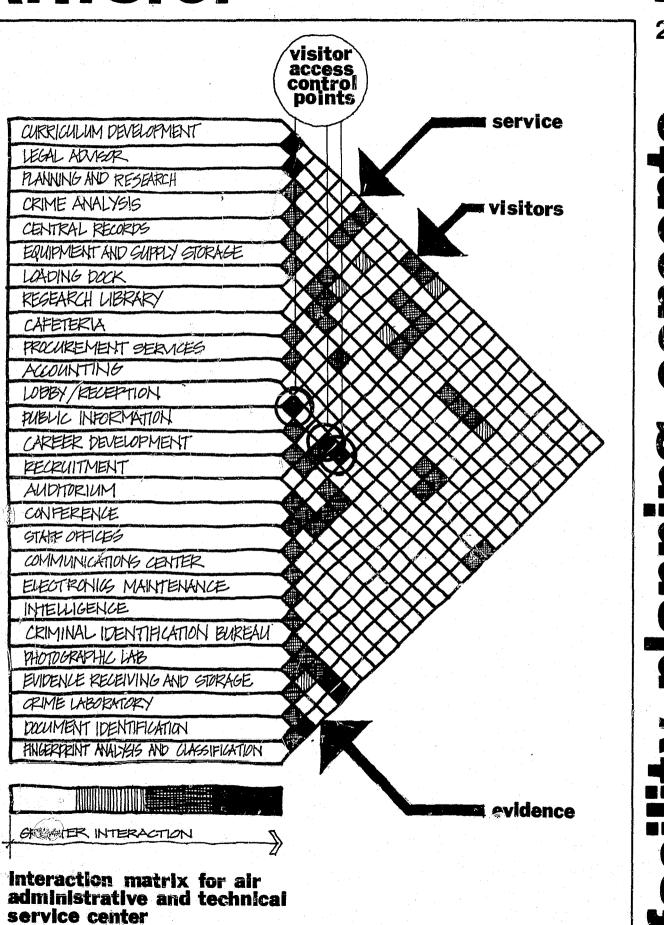
Each of these factors must be considered in determining the space requirements for an Administrative and Technical Services Center. If the construction of additional levels is contemplated at a means of expanding the facility at a later date, the foundation, roof, and utility chases must be designed to accomodate these additions.

The selection of a site that will allow horizontal expansion is highly desirable. Unused space around the building can also provide more room for parking when it is required. **D** 2.7

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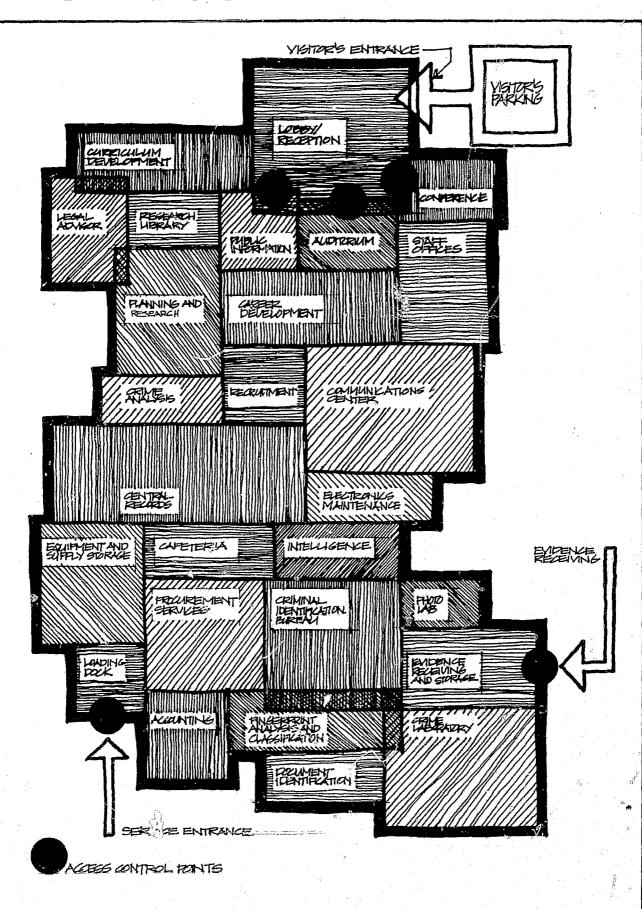


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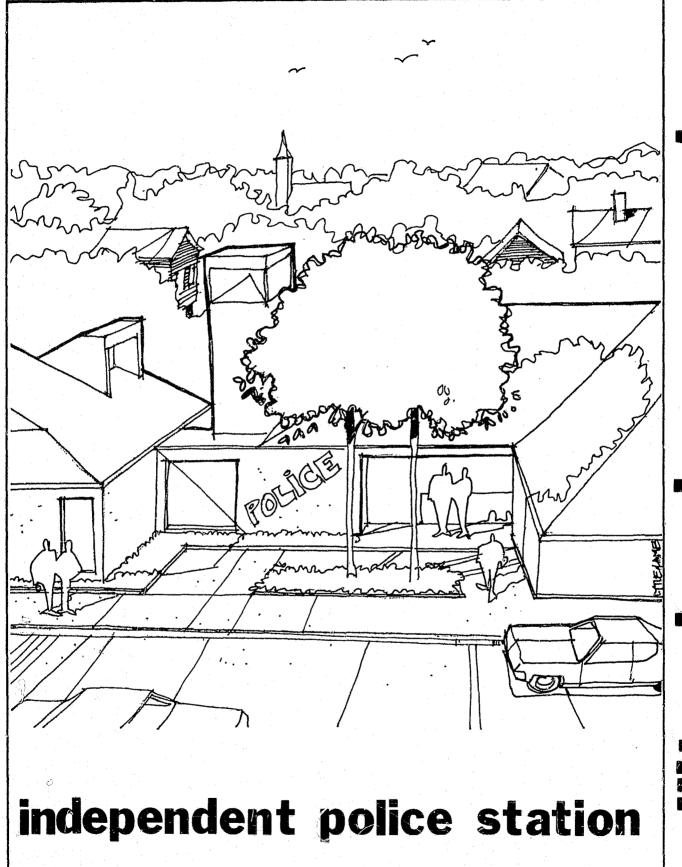
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THE INDEPENDENT POLICE STATION

BACKGROUND

The development of a network of decentralized Community Police Stations supported by a common Administrative and Technical Services Center greatly simplifies the task of designing buildings that are ideally suited to the functional needs of the police. Incompatible programs can be segregated, and each type of facility can be constructed to meet a limited set of design criteria. In many situations, however, this solution to the problem of providing suitable facilities for law enforcement operations will not be feasible.

Except in large metropolitan areas, the successful establishment of a network of Community Police Stations will generally depend upon the presence of an intergovernmental law enforcement planning agency. In the absence of a transjurisdictional coordinating agency of this nature, many municipalities will continue to be solely responsible for developing a full range of law enforcement programs and facilities. Police departments serving communities in remote and isolated areas will also have only a limited ability to share programs and facilities with other agencies. In these situations, it may be practical to incorporate a variety of staff, auxiliary, and field service programs into a single police facility. A facility of this nature is reffered to as an "Independent Police Station."

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The use of Independent Police Stations, which house both administrative and technical operations and work areas for detectives, juvenile officers, and other personnel engaged in field service programs, should usually be limited to departments serving areas with populations of between 50,000 and 100,000. In most cases, departments operating in areas with populations in excess of 100,000 should consider developing a central Administrative and Technical Services Center, and two or more Community Police Stations.

An Independent Police Station must combine the high degree of accessibility to the public of a Community Police Station with the security and operational requirements of an Administrative and Technical Services Center. This is the challenge that faces those engaged in the planning and design of this type of factity. In addition to the elements found in a normal Community Police Station, the independent facility will probably contain most of the following components:

- Communications Center
- Emergency Power Generator
- Repair Shop for Electronic Equipment
- Records Center
- Typing and Clerical Section
- Duplication Equipment
- Storage for Office Supplies and Official Forms
- Planning and Evaluation Unit
- Evidence Storage Vault

- Small Laboratory for Processing and Packaging Evidence
- Photographic Laboratory
- Storage for Special Weapons and Emergency Equipment
- Storage for Lost and Impounded Property

SIZE

The Independent Police Station must provide sufficient space to meet the expanding operational requirements of the department. Therefore, the planning process must include a careful review of each program to determine its probable space requirements throughout the projected life of the building.

Plans may call for building an additional floor or wing at some point in the future. Minimizing the apparent size of the building is a major design criterion, however, which must be considered while formulating plans for expansion. As in the case of the Community Police Station, this type of facility must not have the appearance of an office building or administrative headquarters. It should look relatively small and approachable.

ACCESSIBILITY

A site should be selected for the Independent Police Station that makes it convenient to most of the residents in the community. The flow of vehicular traffic in the vicinity of the building should present few obstacles to drivers

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entering and leaving the visitors' parking area.

SECURITY

The components of the building can be divided into three categories, reflecting different desired levels of security. Areas requiring maximum security arangements include the communications center, evidence processing and storage area, data system terminals, weapons and special equipment storage, and the emergency generator. Public access to these areas should be strictly controlled at all times. Alarm systems may be employed to alert the staff to the presence of unauthorized persons. In many cases, it may be desirable to place all of these high security components in a basement area. In designing this high security zone, special provision should be made to allow small groups to view the operation of the communications center.

Due to manpower limitations, some police departments are forced to man their facility on weekends and during early morning hours with a single person. This person answers the phone, greets people entering the door, and functions as a dispatchercoordinator for patrol units operating in the field. This arrangement has necessitated placing the communications console near the main public entrance to the building. From the standpoint of security, this results in a highly undesirable situation. The public has direct access to one of the most critical operational elements of the building. By placing the communications center in a limited-access, high-security zone of the building, a more open and approachable reception area can be developed without jeopardizing this operational component. It should be noted that this arrangement of facilities will necessitate

assigning at least two people to man the building whenever it is open to the public.

Components requiring a moderate level of security include the booking and temporary holding rooms, detectives' work area, shift commander's office, briefing area, record and report preparation room, and juvenile operations area. Only people on official business should have access to these areas.

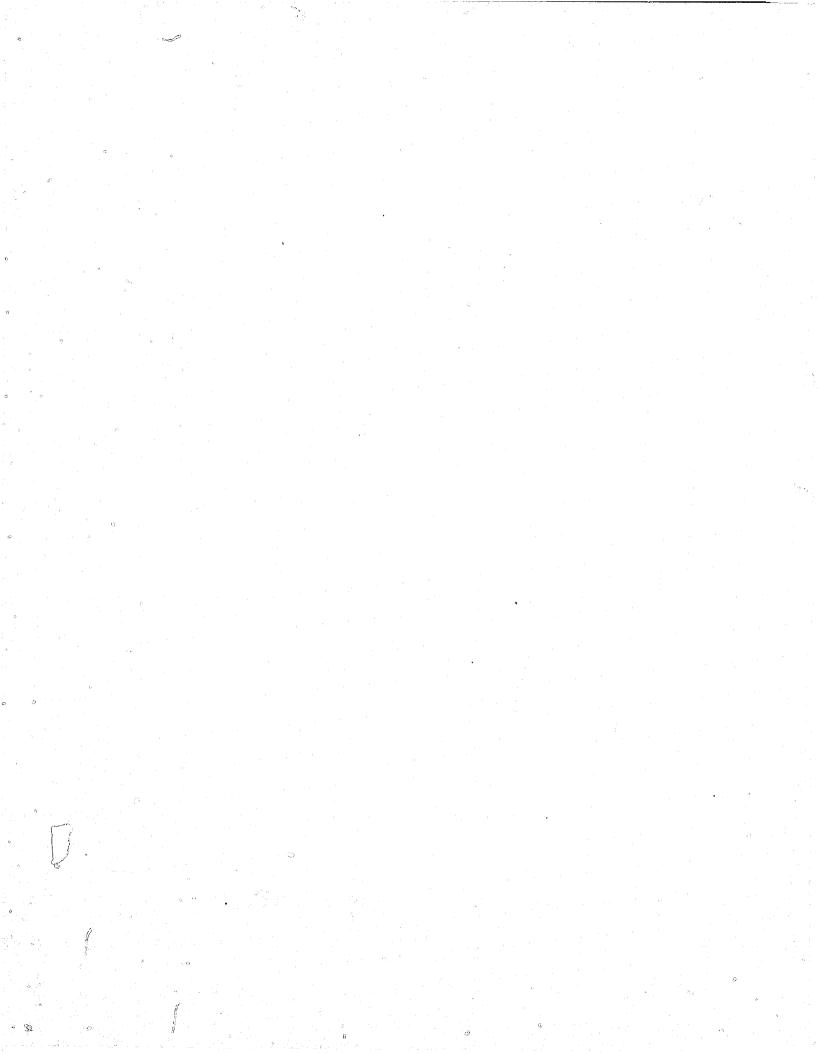
Security from sabotage and vandalism should not be an overriding concern in designing the main entrance and the lobby/reception area of the building. A relatively low level of security is also acceptable in the classroom and library/reading room areas. By subdividing the facility into three zones determined by level of physical security required, it will be possible to reduce the complexity of the design criteria that apply to any one component.

IMAGE

The Independent Police Station should appear to be a community service agency. The design of the entrance and reception area should suggest that people are expected to enter the building on a relatively casual basis. An official or institutional appearance should be avoided. As in the case of the Community Police Station, the public entrance to the independent facility should be located no more than a few steps from the sidewalk in front of the building. The greater the distance between the entrance and the sidewalk, the more imposing and unapproachable the building is likely to appear.

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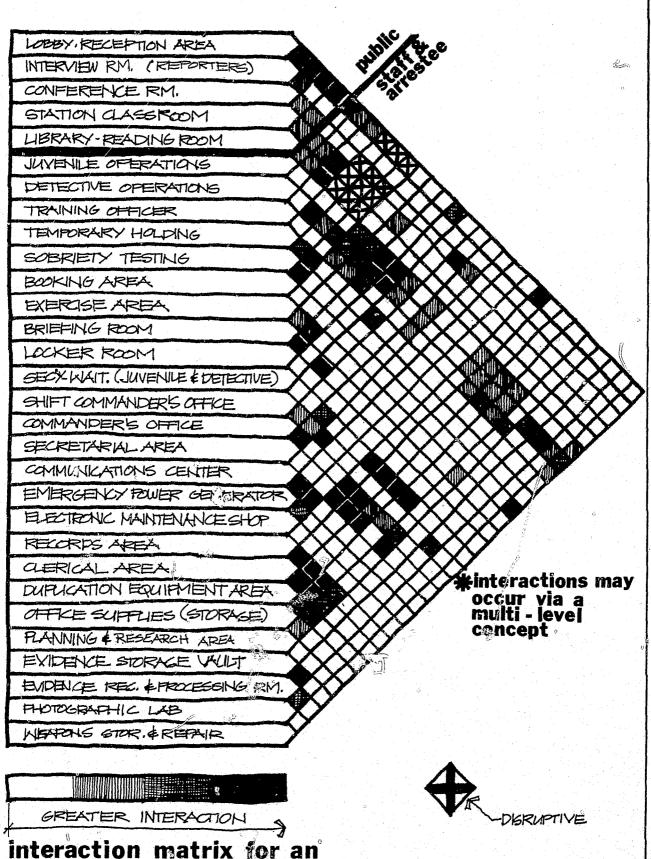
LOCATION

Site selection criteria suggested for the Community Police Station generally apply to this type of facility, as well. These include:

- Proximity to other public service agencies
- Proximity to the activity center of the area served
- Proximity to a high volume of pedestrian and vehicular traffic

The security requirements for the Independent Police Station can be more easily met if a site is selected that allows the staff parking area and entrance to be entirely separate from the public entrance and visitors' parking area. Security precautions can thus be concentrated on providing maximum protection for the operational components of the building.

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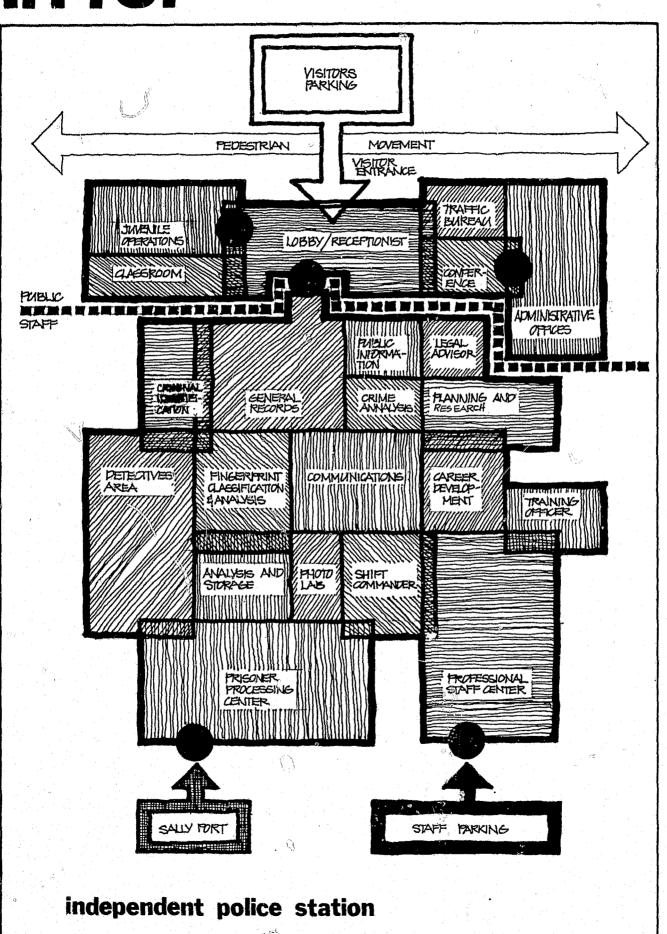


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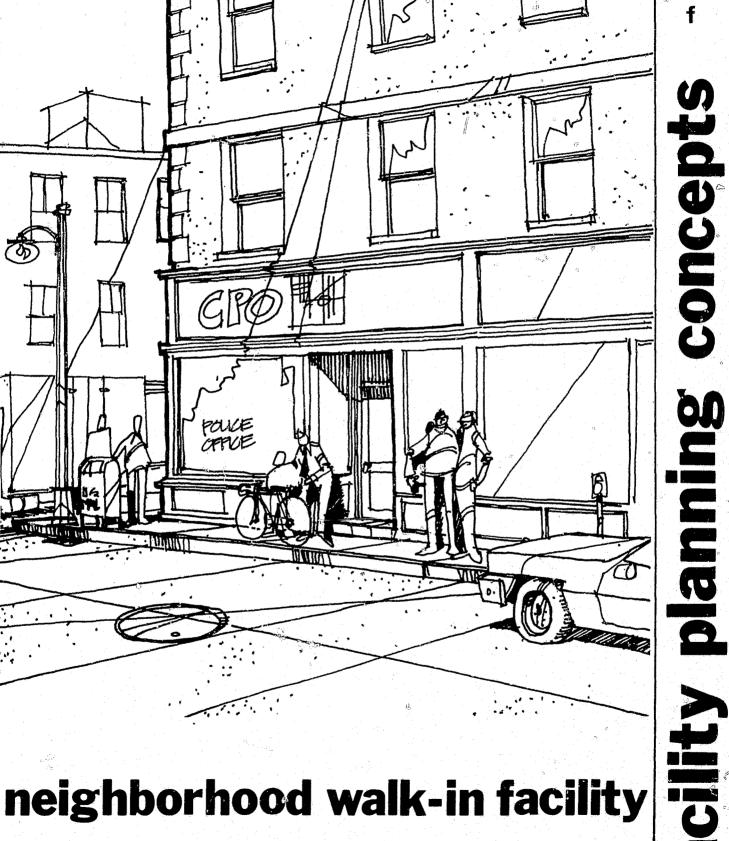
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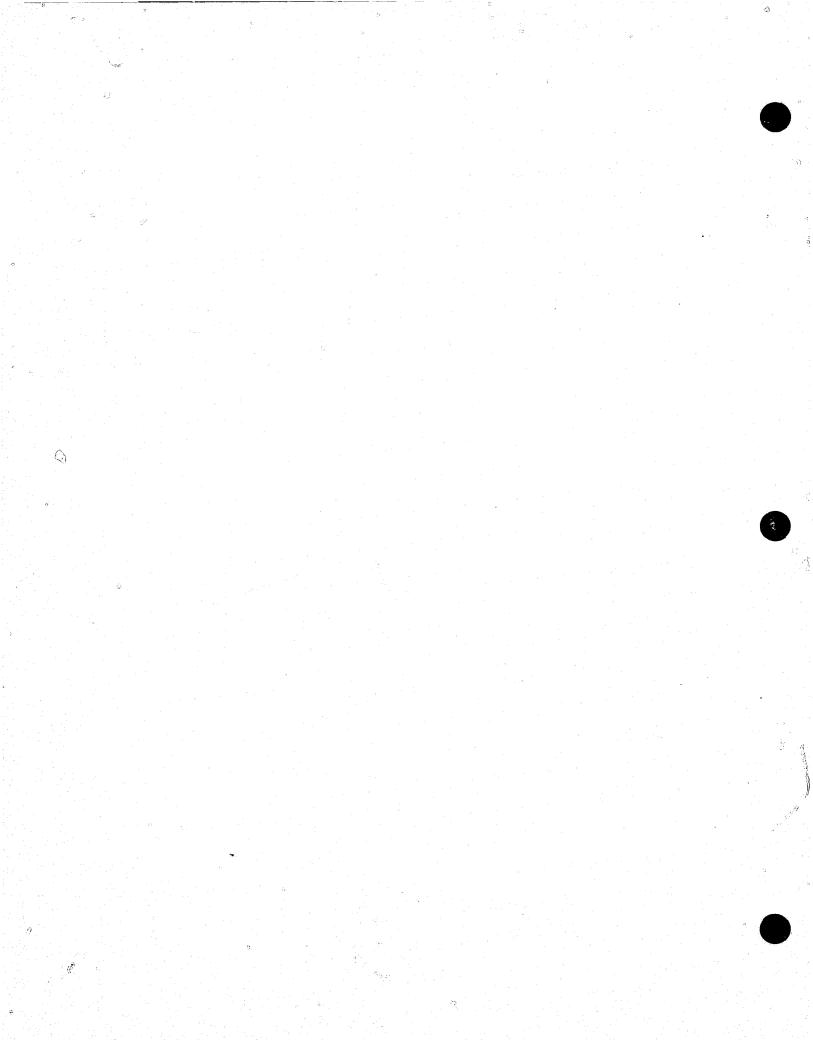


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NEIGHBORHOOD WALK-IN FACILITY

BACKGROUND

In most cities there are certain precincts or neighborhoods that generate exceptionally large numbers of calls for police service. Generally these are areas in which a large proportion of the residents are highly transient. Relatively few of the people living in the area own their homes and a great many have plans to move at some time in the future. This type of neighborhood can often benefit from the presence of a small walk-in police office.

A neighborhood walk-in facility (NWF) is primarily intended to give the residents of a community more direct access to members to the police department than they would otherwise have. Officers on duty at this type of facility are in a good position to advise residents on the actions they can take to reduce crime and vandalism in their neighborhood. One of the objectives in establishing an NWF is to overcome citizen apathy and to encourage more active involvement in a positive program of crime prevention.

The presence of an NWF may also produce improved communications and rapport between police officers and citizens. The facility provides an excellent setting for informal discussions. However, the main function of this type of office should be to provide leadership for community-based crime prevention programs. Improved public relations for the police department should be considered a side benefit.

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Officers assigned to an NWF should use every opportunity to extend their hospitality to individuals, groups, and organizations in the neighborhood. They should seek to become clearly identified with the life of the community. Their success in educating the public in effective crime prevention strategies will largely depend on their ability to build a firm base of confidence and respect.

Soon after an NWF has been opened the staff should contact civic and business leaders in the community to explain the purpose of the neighborhood police effice. Informal discussions should be conducted with community leaders to explore ways in which private citizens can effectively reduce opportunities for crime and delinquency. Meetings of this type can be used to acquaint people with the concept of reducing crime through the elimination of conditions that invite criminal exploitation.

In selecting personnel for assignment to a neighborhood walk-in facility, every effort should be made to identify those members of the department who possess exceptional skill in interpersonal relations. They should be particularly effective in leading group discussions. It will usually be desirable to select officers who have an ethnic back-ground similar to that of most people living in the area surrounding the NWF. If a large number of people in the neighborhood do not speak English the personnel assigned to the program should be bilingual.

Some of the police services that are normally provided in the context of a neighborhood walk-in facility include the following:

 Advising citizens on steps they can take to eliminate opportunities for crime and delinquency in the neighborhood

- Conducting neighbrohood seminars and other educational programs
- Assisting people to contact appropriate social service agencies

In order to avoid confusion about the mission of the neighborhood service center, the facility should normally not be used in connection with police operations in the area. Officers assigned to patrol in the vicinity of an NWF should be instructed not to use the facility for routine coffee breaks.

FACILITY COMPONENTS

A neighborhood walk-in facility normally consists of two areas, one containing a receptionist's desk and display panels for use in public education programs, and the other tables and chairs for small group meetings. An administrative desk and coffee bar might also be located in one of these two operational areas. The NWF should also contain restrooms and a fairly large storage closet. It is quite possible to incorporate all of these components into a mobile unit that can be moved from one area to another as the need arises.

IMAGE

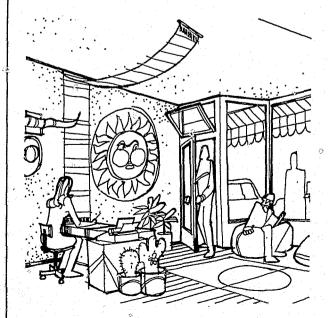
The overall appearance of a neighborhood walk-in facility should lead people to expect cordial and efficient service.

The exterior should be neat but not overly official in its appearance. Thus, simple, modern lettering in primary colors should be used for all signs on the outside of the facility. Ornate, gold-leaf lettering is generally inappropriate.

The interior should be attractively furnished in a way that will invite pedestrians to drop in. Decorative items



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reflecting the ethnic character of the neighborhood should be used on the walls. This will tend to make the facility much more inviting to pedestrians passing by.

SIZE

The size of an NWF should be proportionate to the level of activity it is expected to generate. Normally this type of police facility is staffed by two officers and a full-time receptionist. A small storefront in a shopping center or on a busy commercial street is generally ideal for an operation on this scale. A single bedroom apartment in a housing complex will also provide adequate space for an NWF.

Facilities that are larger than those described above tend to be less inviting to the public. They are also significantly more difficult to furnish and decorate in an attractive manner.

ACCESSIBILITY

If a neighborhood walk-in facility is to have maximum impact it must be conveniently located. It should be near the activity center of the community and accessible to public parking and mass transit routes. It is also important to establish hours of operation that will be convenient for most people who live and work in the neighborhood. In most situations an NWF should be open to the public several evenings each week and on Saturday and Sunday. The hours of operation should be consistent with the activity patterns of area residents. This will contribute to creating maximum accessibility.

SECURITY

An NWF should be a model of unobtrusive security. The facility should incorporate a variety of relatively inexpensive security devices that could be used by merchants and residents to protect their property. Some of

the security measures that might be incorporated into the facility include the following:

Dead-bolt locks

Decorative metal folding gates

Impact resutant materials for display cases

Identifying numbers engraved on type-writers and other office equipment

One of the main functions of the officers assigned to a neighborhood walk-in facility will be to advise people on ways of reducing opportunities for crime and vandalism. The advice they offer will have a much better chance of being acted upon if the NWF is seen as an example.

LOCATION

The location of an NWF should encourage maximum interaction with the public. Even in the increasingly decentralized and fragmented neighborhoods of today, activity centers can be identified. This is generally a commercial district or shopping center. Walk-in facilities should normally be located in this type of area. The site selected for the facility should have a high rate of pedestrian traffic.

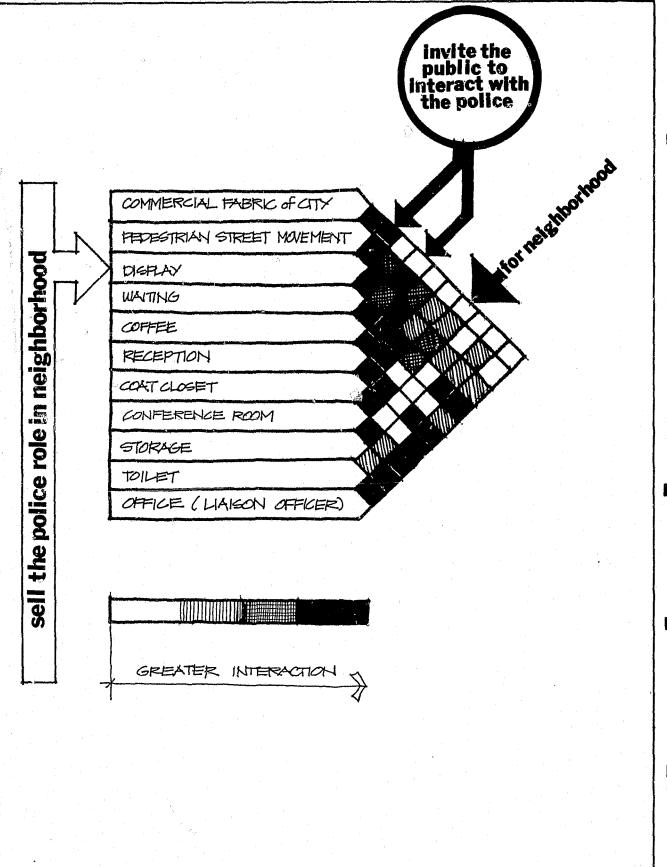
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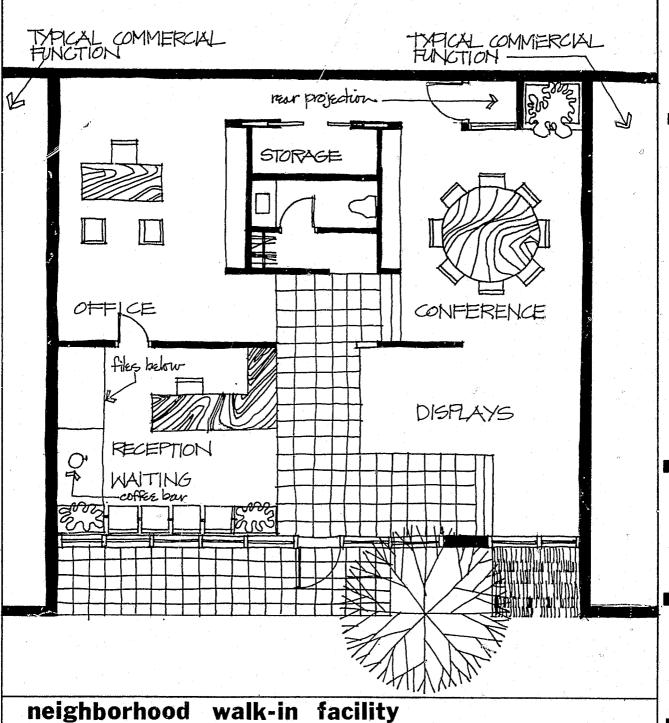
neighborhood walk-in facility

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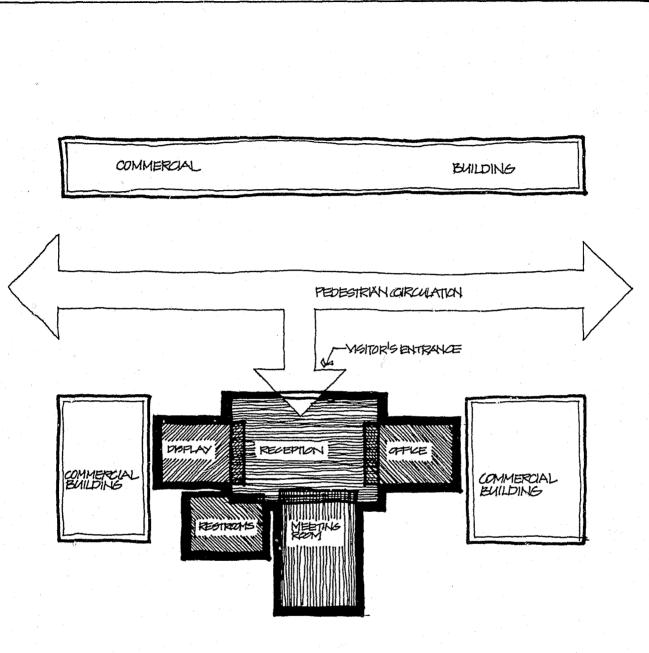
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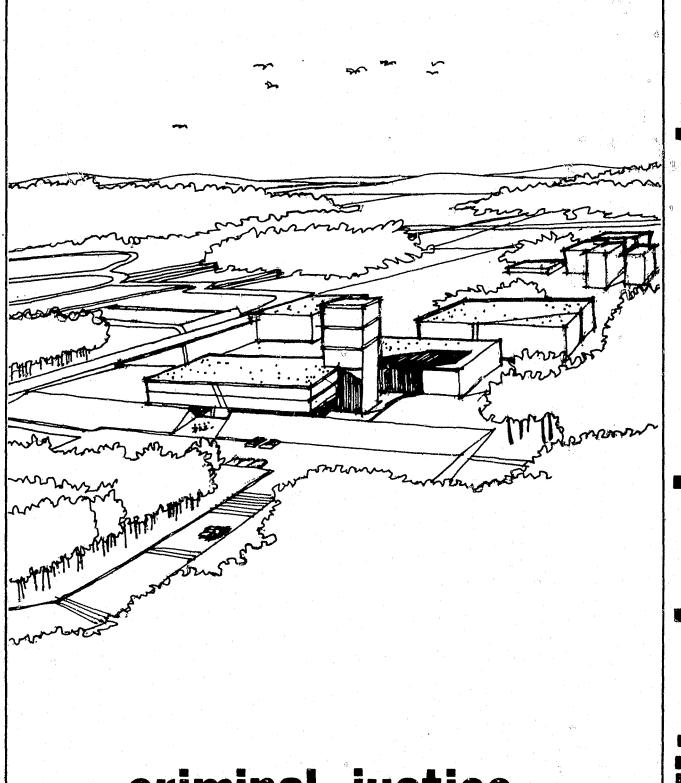
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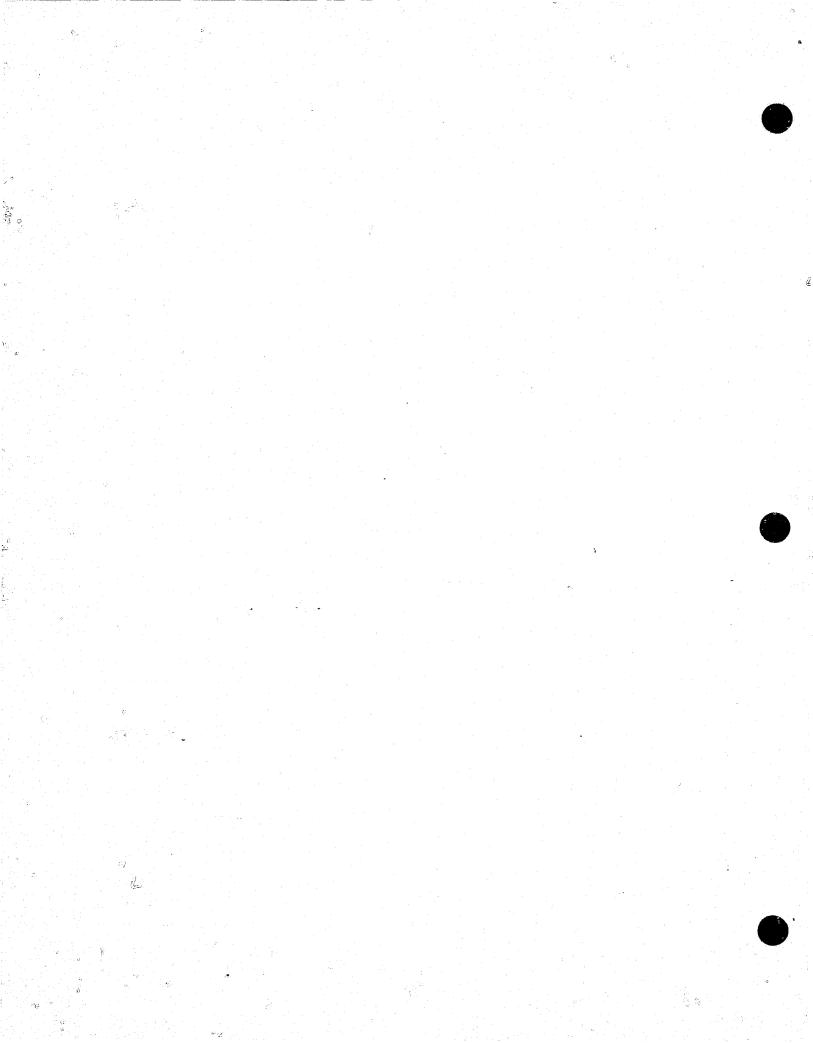
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criminal justice training academy

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CRIMINAL JUSTICE TRAINING ACADEMY

BACKGROUND

The development of criminal justice training centers is one of the major steps currently being taken to upgrade the quality of law enforcement services available in the United States. The purpose of this type of facility is to create an optional setting for the conduct of basic and advanced training programs for police officers, attorneys, judges, correctional officers, and other professionals in the criminal justice system.

With each passing year, a larger proportion of the men and women who are entering careers in law enforcement have educational backgrounds that include two or more years of higher education. Thousands of police officers throughout the country are attending local colleges during their off-duty hours. Every effort must be made to encourage this trend. A growing number of police agencies are establishing the B.A. degree as one of the basic requirements for all applicants.

Although those who are becoming professionals in law enforcement have stronger academic backgrounds than ever before, they still require extensive training before they are ready to participate in basic police operations. Every police department must provide its candidates with training experiences that will give them the background and technical competence needed once they are assigned to field operations. The challenge of providing basic law enforcement training will become even more difficult as lower ranking

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officers are given greater responsibility in conducting routine criminal investigations.

In addition to providing a comprehensive training program for all recruits, police departments must also make available many specialized and advanced courses for officers with several years of experience. Instruction must be provided that will prepare officers to assume supervisory and administrative assignments later in their careers. Training programs required by the staff of a modern law enforcement agency can be divided into six general categories:

- Basic Orientation
- Advanced Officer
- Supervisory
- Middle Management
- Executive Development
- Specialized and Technical Training

Relatively few police departments have the resources needed to conduct effective training programs in all of these areas. In order to accomplish training objectives most departments have found it necessary to join with other police agencies for the joint development of programs and facilities. By combining resources departments have been able to establish and maintain full-time training academies which are well equipped and staffed with experienced professionals. Criminal justice training centers normally serve many law enforcement agencies throughout the area in which they are located.

Experience has shown that officers in different police agencies who have attended the same training classes are better able to work together on joint operations than are those who were trained in separate academies.

The spirit of comradery that results from attending classes together can be extremely helpful when officers from different departments are required to work together in conducting an investigation. Therefore, one of the chief benefits derived from a regional criminal justice training center is the opportunity it gives officers from many different police departments to attend classes together.

Problems of interagency cooperation are even greater between police departments and other branches of the criminal justice system. Cooperation between police officers and probation or parole officers, for example, is often very difficult to achieve. Professional contacts between correctional officers and members of police departments sometimes reflect attitudes of suspicion and interagency competition. Efforts to create a more effective and well intergrated criminal justice system have been handicapped in many areas by the fact that professionals in law enforcement, judicial, and correctional agencies do not share common training backgrounds. Criminal justice training academies provide an opportunity for representatives from all agencies to participate in common training programs. Hopefully, this will accelerate the trend toward increased cooperation between all the professional groups involved in the criminal justice system. (See Section) B 4 for a discussion of the problems involved in relationships between police departments and other criminal justice agencies.)

Police, court, and correctional administrators are increasingly aware that professionals within their various agencies share many common training needs. Materials can be presented in courses at the basic and advanced levels that will be beneficial to police officers, attorneys, judges, correctional officers, and others

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concepts planning who are involved in the criminal justice process. Administrators are also becoming aware of the indirect benefits to be derived from the practice of having professionals from the various branches of the criminal justice system participate in joint training programs.

This type of training facility must provide an intellectually stimulating environment in which candidates are prepared to become full-fledged participants in a unified criminal justice system. It must also be a setting in which senior staff members from police departments, courts, and correctional agencies can participate in seminars and advanced training courses which will enable them to conduct more effective programs.

METHODS OF INSTRUCTION

In determining the kinds of facilities needed in a training center careful consideration should be given to the instructional methods that will be used. The basic curricula must be established and each course evaluated to determine the most effective means of accomplishing objectives. Course objectives should normally be stated in terms of the specific skills and knowledge that the student is expected to acquire.

The principal methods of instruction used in modern criminal justice training academies include the following:

- Role playing and situation simulation
- Seminars and small group discussions
- Independent research projects
- Practical exercises involving hands-on training

Lectures and films

In all phases of the curriculum, maximum use should be made of self-paced, individualized instruction. If resources are available, the use of computerized programmed learning should be considered for all courses in which students are required to master basic factual information.

Student participation should be the dominant element in all areas of instruction. Lectures should only be used as a supplement to other more effective methods of teaching. In basic courses for police and correctional officers, no more than 20% of the student's time should be devoted to listening to lectures.

Video recording can be used effectively in many types of courses. This process is particularly useful in classes involving role playing and situation simulations. Video tapes can also be used in evaluating instructional techniques. At regular intervals instructors should be encouraged to view video tapes of their class presentations.

In planning the courses that will be conducted in a criminal justice training academy every effort should be made to incorporate the most advanced learning technology. Curriculum development procedures should provide for the continual evaluation and upgrading of all instructional methods and materials. The overall design of the facility must be sufficiently flexible to use new approaches to instruction as they become available.

FACILITY COMPONENTS

Learning Resource Center: This compo-

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nent should be located in the core of the facility. It contains reference books, periodicals, film strips, audio tapes, and all other instructional materials which will be used by students in various programs conducted in the academy. It should be equipped with audio/visual carrels and listening booths for students who are using cassettes and other materials for individualized instruction. It must also include work areas for small groups of students who are working on team projects.

In order to increase utilization, the learning resource center should be in close proximity to all major classroom areas. It should be an attractive, well lighted facility that is readily accessible to students when they are not participating in regular class sessions. (See F 1.1t, F 1.2t, F 2.1t, E 4.1t, and E 4.2t.)

Instructional Resource Center: This area is used for preparing audio/visual materials and other types of training aids that will be used by instructors in conducting classes. Models and other types of training aids should be mounted on portable storage carts that will be stored in this area. The IRC should contain a small work shop used to construct various types of training aids. It should also incorporate an area for use in previewing films. (See F 5.1t, F 5.2t, E 1.1t and E 1.2t.)

Special Classroom: A criminal justice training center should include at least one instructional area designed for use with large classes which will view the details of practical demonstrations. This area can best be described as a "theater classroom". It should contain sufficient storage for props that will allow the instructional arena to be quickly transformed from a court room to a simulated crime scene. (See F 6.1t, F 6.2t, F 6.3t, G 5.1t, G 5.2t, and G 5.3t.)

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classrooms and small group discussion areas should be incorporated into the facility. Each of these instructional areas should be designed to accommodate various types of audio/visual presentations. All surfaces should be acoustically treated so that activities in one area will not interfere with instruction taking place in adjacent rooms. (See F 2.1t, F 2.2t, F 2.3t, F 2.4t, F 2.5t, F 8.1t, F 2.6t, and G 2.1t.)

Classroom-Seminar Module: A range of

Staff Officer: Faculty office areas should be easily accessible to the classroomseminar modules and to the instructional resource center. Each office should be large enough to accommodate two or three students consulting with an instructor. (See G 3.1a, F 5.1a, F 5.2a, and F 5.3a.)

Physical Training Area: This facility component should be equipped for volley-ball and other team sports as well as for personal defense instruction. It should be well ventilated and have direct access to shower and locker rooms for men and women. (See F 10.1t and G 3.1t.)

Weapons Training Area: A criminal justice training facility should include a well equipped indoor firing range. (See F lw, F 1.4w, G 1.1w, E 1.1w, E 2.1w, and E 3.1w.)

Swimming Pool: A pool for instruction in water safety and life saving methods is highly desirable in a facility used for training police officers. In moderate climates this component can be located outside the building.

LOCATION

Convenience to the personnel employed by all of the agencies using the facility should be a prime consideration in selecting the site for a criminal justice training center. The site must include sufficient space for conducting various types of outdoor training programs. A pursuit driving course and an outdoor firing range are two of the major training areas requiring large amounts of space. Because of the safety restrictions imposed by an outdoor weapons training area, all proposed sites must be carefully evaluated to determine their suitability for this purpose.

Other major site selection criteria include the following:

- Absence of excessive noise, dust, odors and industrial waste.
- Acceptable distance from highways, airports, railroads and other sources of noise.
- Accessibility to utilities.
- Compatibility with regional development and land use plans.
- Absence of residential or commercial buildings.

There are a number of important advantages to locating a criminal justice training academy in close proximity to a law enforcement Administrative and Technical Services Center (see D 2f). The chief advantage is that this arrangement will allow the staffs of the training academy and the ATSC to share various types of resources. The instructional resource center in the training center, for example, can be used by the curriculum development staff in the ATSC (see C 5s).

By locating a regional training facility near an ATSC, the involvement of forensic scientists and evidence technicians from the police crime laboratory in various training programs will be greatly facilitated. Laboratory personnel will be readily available for presenting demonstrations related to the proper handling of physical evidence. They will also be available to assist faculty members in preparing instructional materials related to the process of gathering and analyzing evidence for presentation in court.

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3.3 primary educational VIDEOTAPING AREA core INSTRUCTIONAL RESOURCE CENTER LEARNING RESOURCE CENTER CLASSROOM-SEMINAR MODULE STAFF OFFICES EXTERIOR DRIVING COURSE INDOOR FIRING RANGE EXTERIOR FIRING RANGE YEHICLE MAINTENANCE SWIMMING POOL SPECIAL CLASSROOM PHYSICAL TRAINING AREA STUDENT CLUB YENDING LOUNGE STUDENT HOUSING DNING-KITCHEN LOCKER ROOMS PUBLIC & STAFF PARKING public & staff **student** STUDENT PARKING service -DISRUPTIVE GREATER INTERACTION interaction matrix for a criminal justice training academy

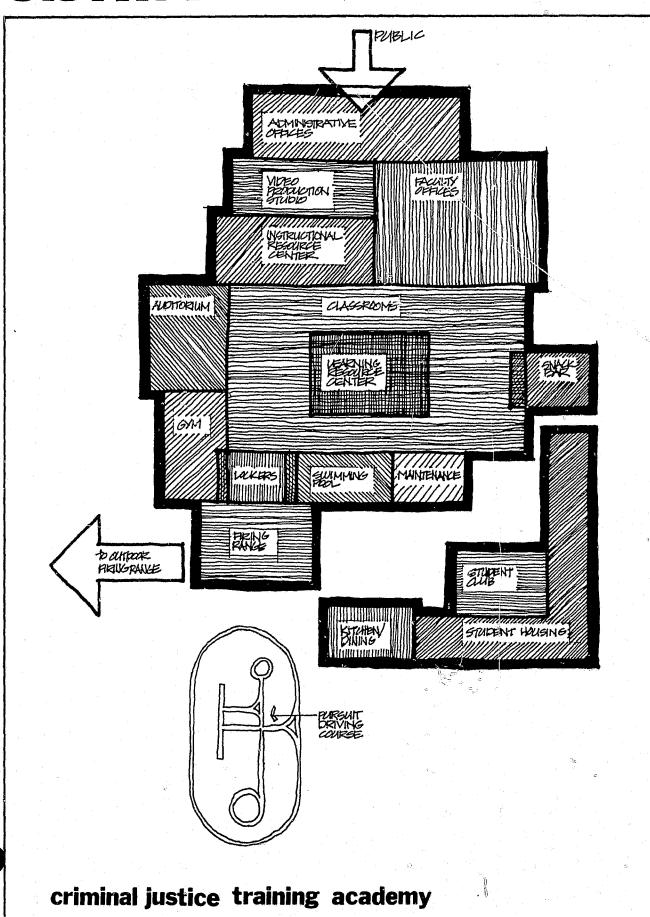
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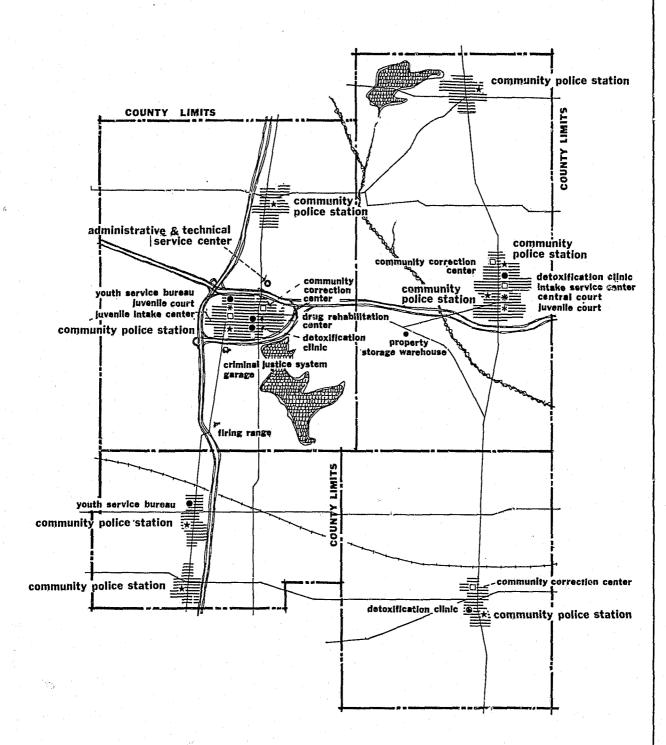
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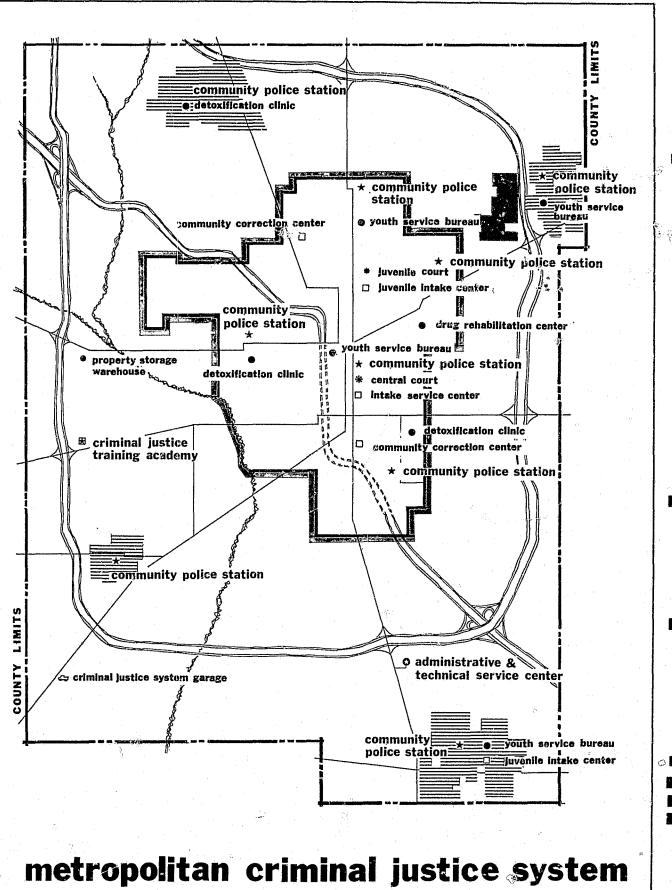
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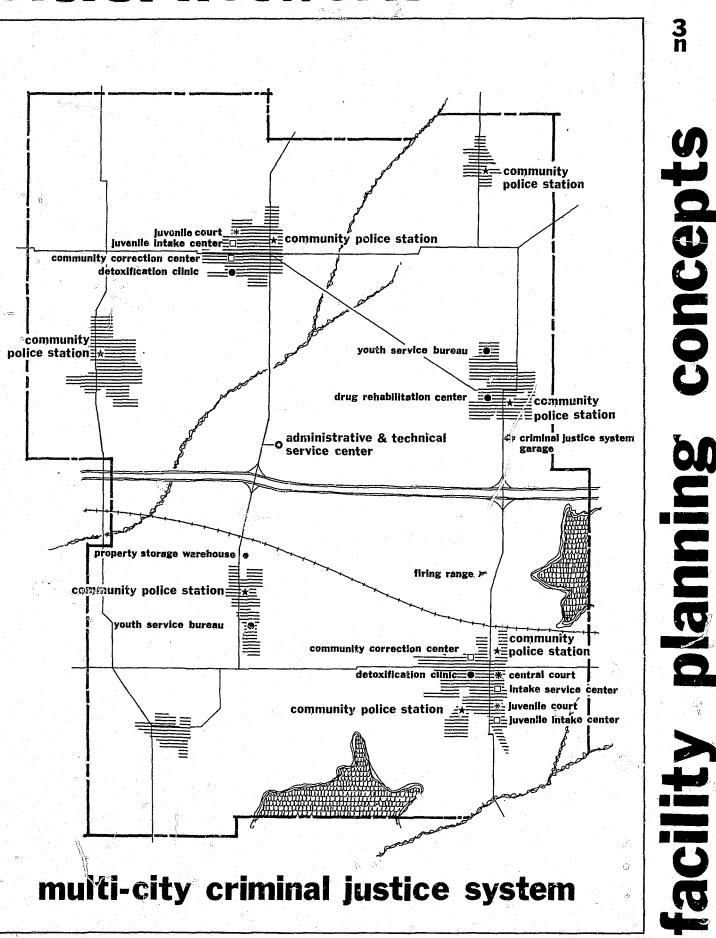


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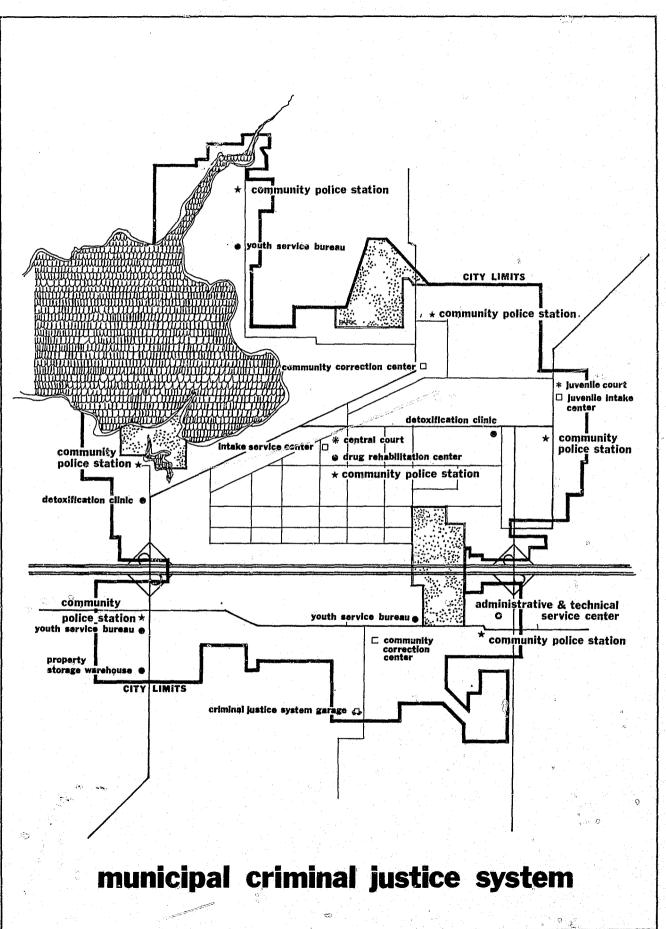
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introduction

In this section of the <u>Guidelines</u> a broad range of equipment, furniture, and other materials used in conjunction with various police programs are described. All items required to support a specific law enforcement operations are defined as "program components."

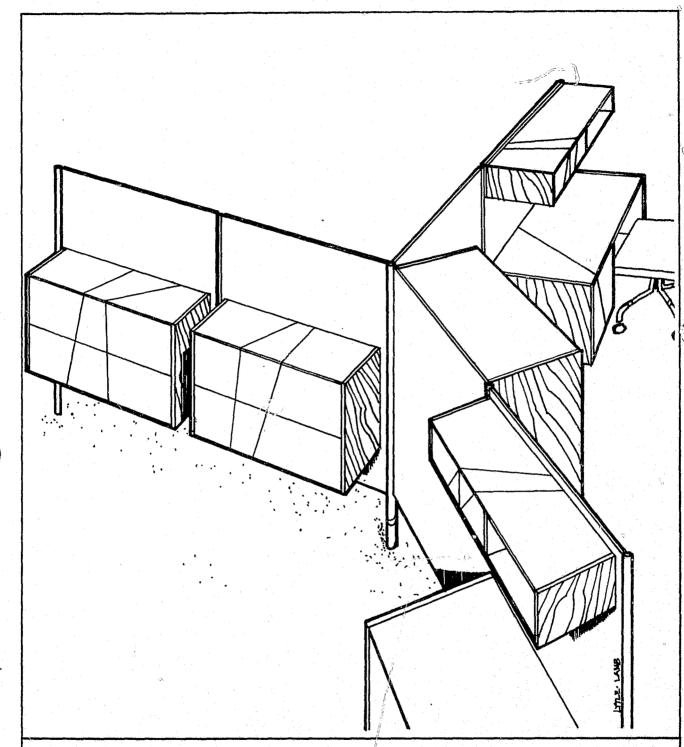
The difference between the material included in this section and that which appears in Section G is largely one of scale. Whereas Section G contains large scale perspective drawings of facility components, this section focuses on specific items of furniture and equipment that will be installed in those areas. This section also contains examples of many program components that are used in settings outside of police facilities.

Most of the operational items described in this section are related to the program statements contained in Section C. Other materials are more closely related to schematic drawings of facility components found in Section F. All pages in this section containing material related to other sections of the <u>Guidelines</u> have been cross-referenced. Materials in this section have been grouped under the same major headings that are used in Section F and G. By consulting the parallel divisions in Sections F and G a reader will be able to review related architectural concepts.

Concepts presented in this section are intended to be used as a basis for developing specifications for equipment and furniture that will be used in conducting police programs. Each drawing should be looked upon as a source of ideas and planning concepts that might suggest alternative solutions to operational problems.

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administration



open planning furniture system:

Furniture systems consisting of shelves, file holders, work surfaces, and partitions introduce a high degree of flexibility into the organization of interior spaces. This type of furniture can be used to organize work areas and control traffic flow. It also functions to eliminate distractions and create psychological privacy.

Cross-references: D8.3c, D10.3c, D13.1c, D14.3c, D15.2c, F1.4o, F1.1lo, F2.2ss, F2.9o, F2.10o, G2.1ss

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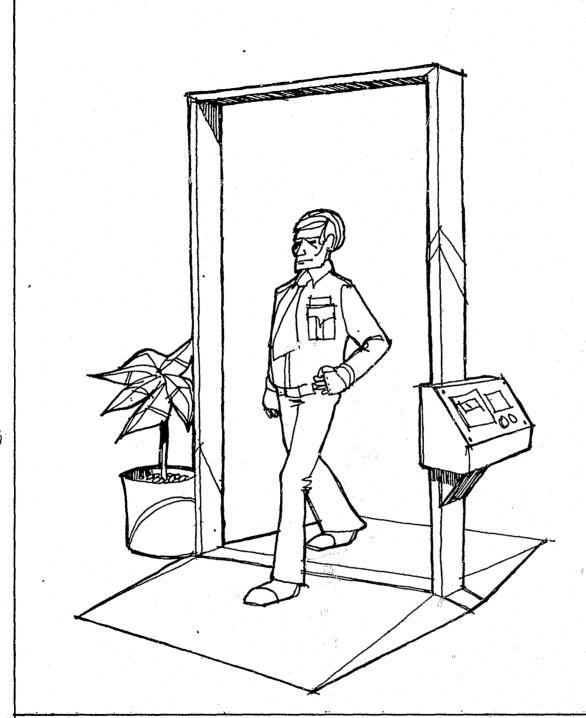
metal detection device:

One of the principal functions of the receptionist assigned to the lobby of an Administrative and Technical Service Center or police headquarters is to conduct security checks of all persons as they enter the building. In police buildings with a large number of people passing through the main entrance and lobby, the use of walk-through metal detection devices is highly recommended.

Cross-references: D2.6f, D5.3c,F4.lo

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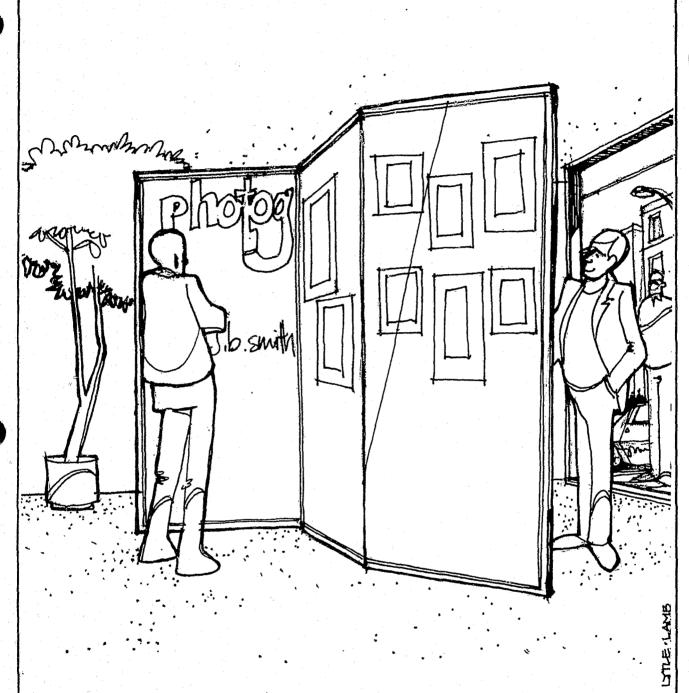
metal detection device:

Security checks in the lobby of large law enforcement facilities should be performed routinely on all persons as they enter. This important task must be accomplished in an efficient and courteous manner. Walk-through metal detection devices are highly recommended.

Cross-references: D2.6f, D5.3c, F4.lo

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police



display panel:

A variety of educational materials should be attractively displayed in the lobby of a Community Police Station. Panels such as the one illustrated above can also be used to present many other kinds of exhibits that will attract the public to the building.

Cross-references: F4.10, C8.1s, D1.7f, D4.3f

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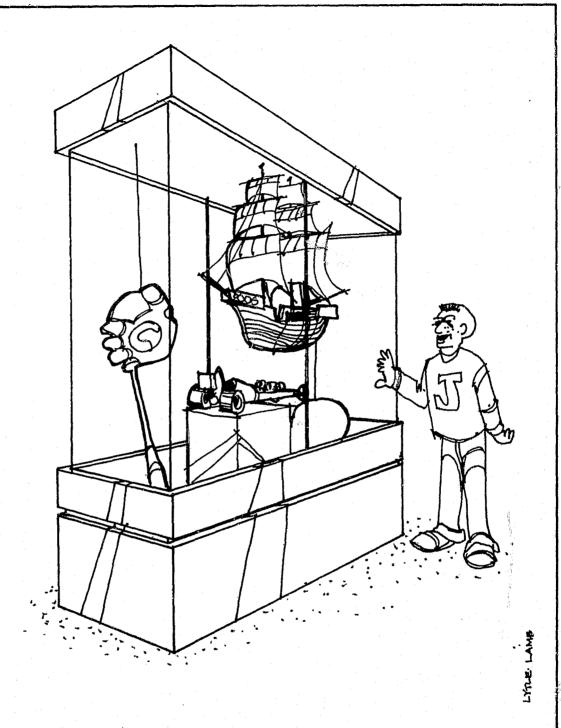


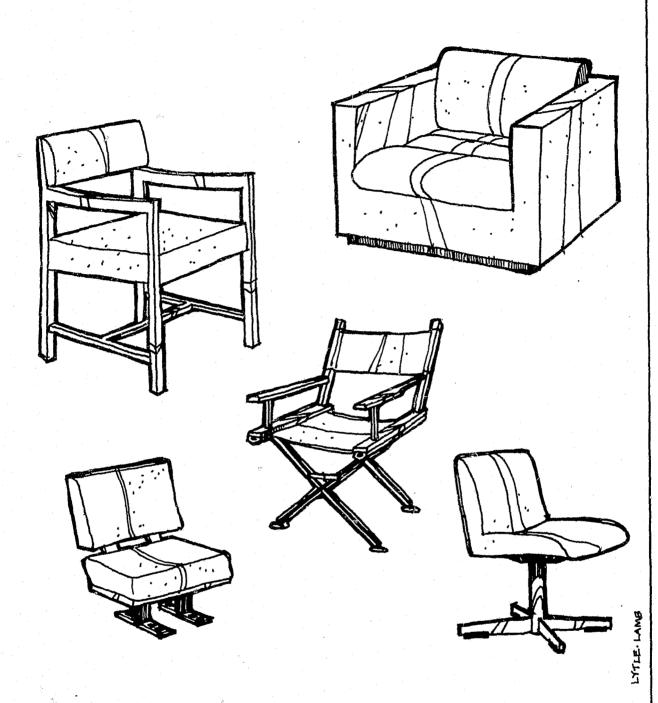
exhibit case:

Display cases can be used for a variety of functions in a police facility. In the example shown above, the case is used to add interest to a juvenile operations area.

Cross-references: F2.20, F2.50, F2.70

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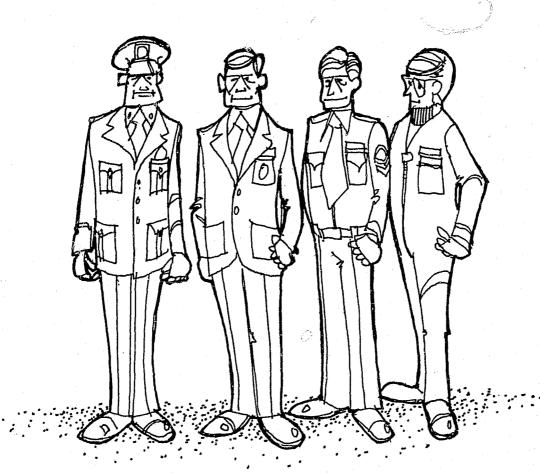
seating for counseling

Seating used in counseling areas should generally have an informal character. Standard office furniture should normally not be used in this part of a police building. Officers conducting counseling sessions should be seated in the same type of chair provided for juveniles and their parents.

Cross-references: Cll.5f, Fl0.lo, Fl0.2c, Fl0.3c, Fl0.4c, Fl0.5c, G6.lo

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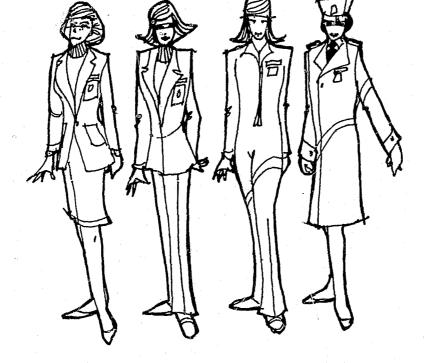


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alternative uniforms:

The uniform worn by a police officer can often have a significant impact on the public image of the department. The design of police uniform can also influence morale and professional self-esteem. Police uniforms should be both functional and attractive. program components.

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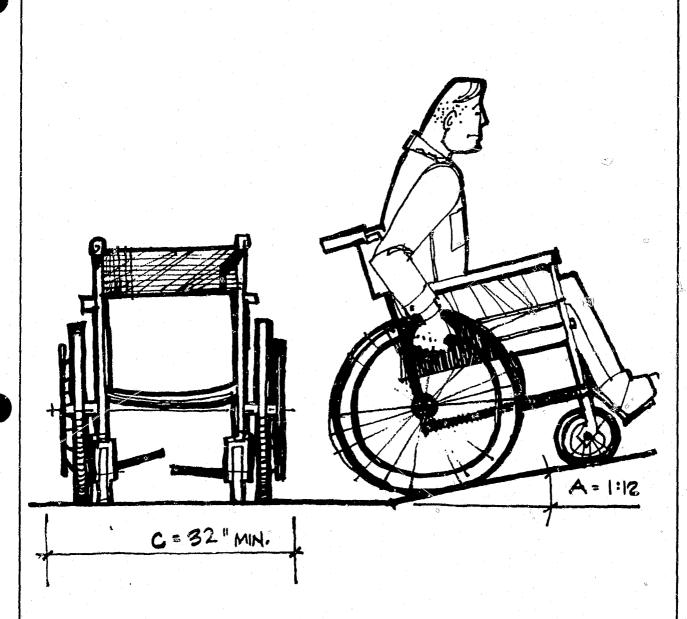


alternative uniforms:

Police officers are required to perform a variety of tasks. Therefore, each officer should be provided with a range of alternative uniforms appropriate to various types of assignments. Well designed uniforms are essential to building a positive image for law enforcement in the community.

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wheelchair ramp:

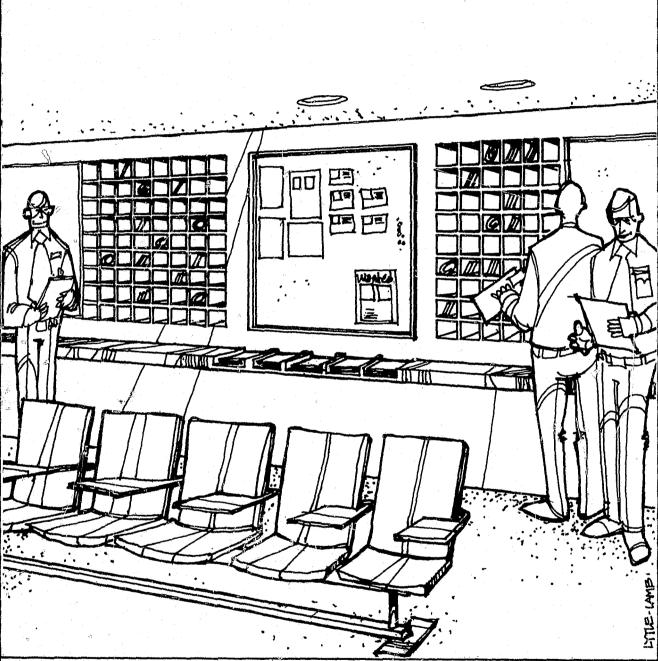
All law enforcement facilities should be designed to accomodate handicapped persons. Entrances must be equipped with ramps to be used by persons in wheelchairs.

Cross-references: D3.3c

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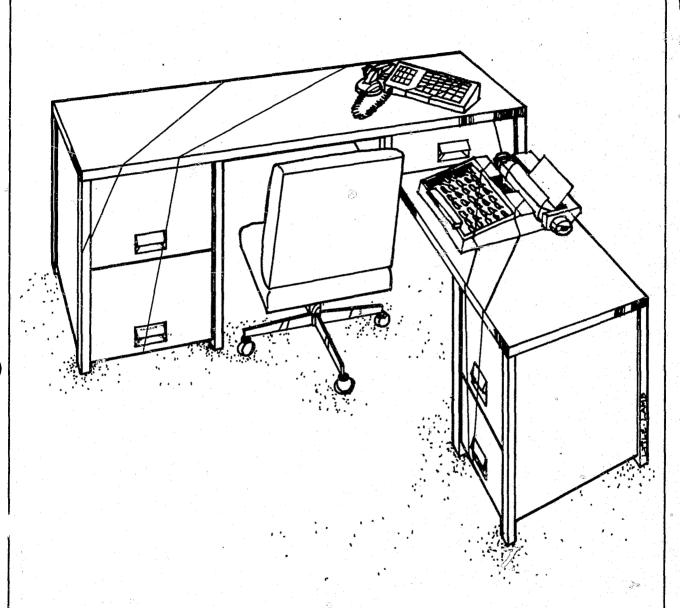


briefing room:

The briefing area is a major component of the professional staff center. It should include distribution boxes for all of the employees who use the facility. Storage bins for various forms should also be included in this facility component.

Cross-references: Dl.8f, F6.3o, F8.1o, F8.3o, F8.4o, G4.1o

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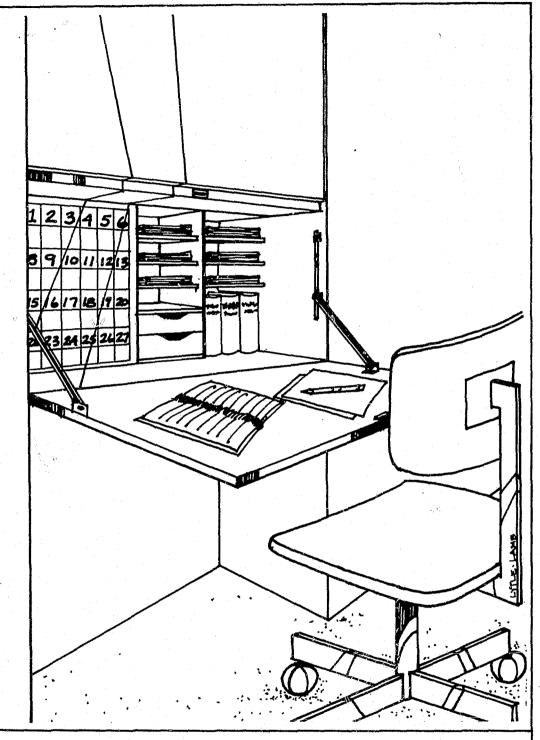
receptionist desk:

The officer or civilian assigned to the lobby/reception area of a Community Police Station should normally be seated at a conventional receptionist's desk. He should be able to see all parts of the lobby from this position.

Cross-references: D1.7f, F4.6o, F4.11o, F4.12o, F.13o, G1.8o

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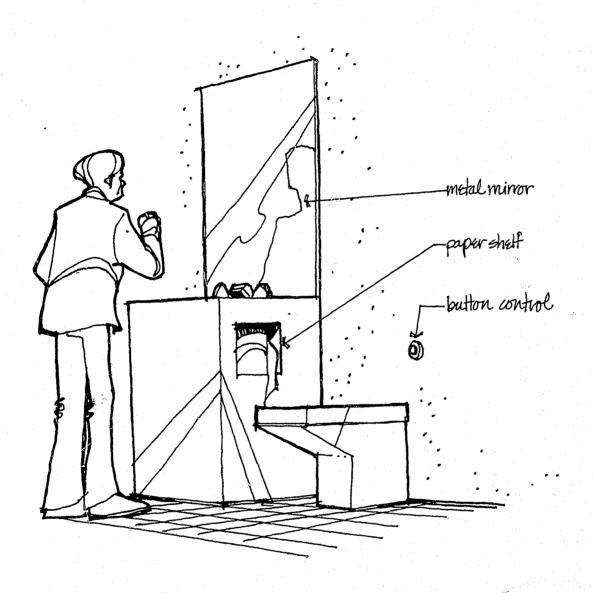


report writing desk:

Compact built-in units such as the one illustrated above help to reduce clutter in the Professional Staff Center and other parts of a police building. When not in use this type of unit is closed.

Cross-references: F8.1o, G4.1o

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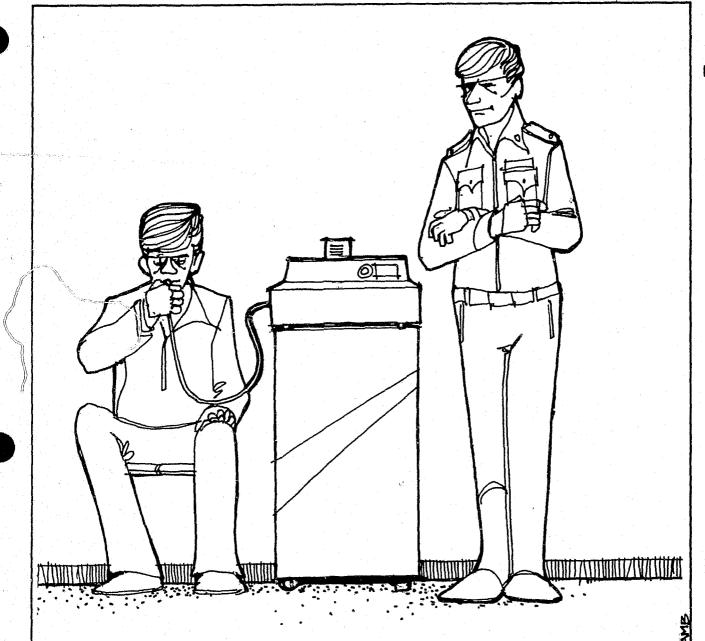


toilet for temporary holding room:

Temporary holding facilities should normally be equipped with a toilet and sink. The plumbing fixtures installed in this area should be of high quality, tamper-resistant construction. The lavatory should be installed at approximately chest height to discourage vandalism. The floor should be equipped with a drain.

Cross-references: Fl.2i, Fl.3i, F4.1i, F4.3i, F5.3o, F5.4o, G4.1i

intake



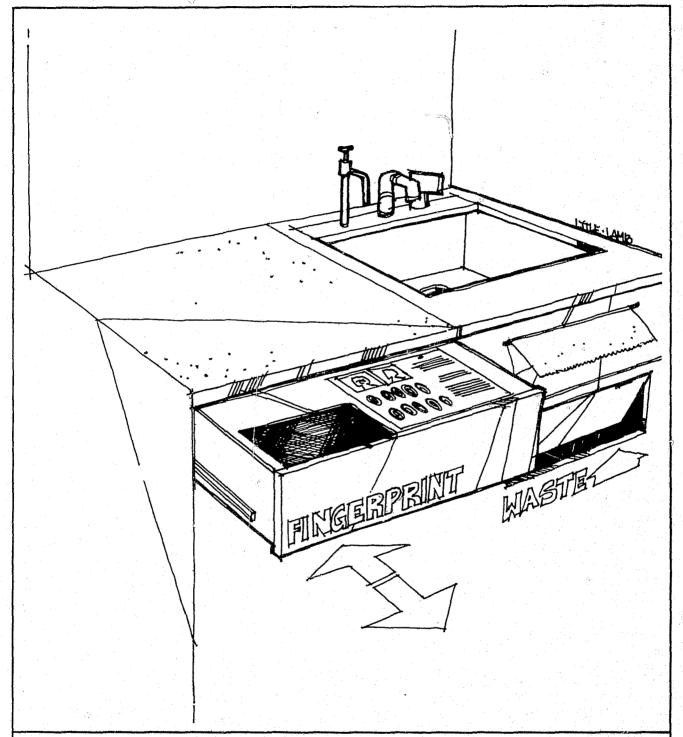
breathalyzer:

Equipment used in measuring the degree of intoxication should be located near the prisoner receiving entrance. This area should be immediately adjacent to a temporary holding room.

Cross-reference: F 1.2i, F 2.2i

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intake



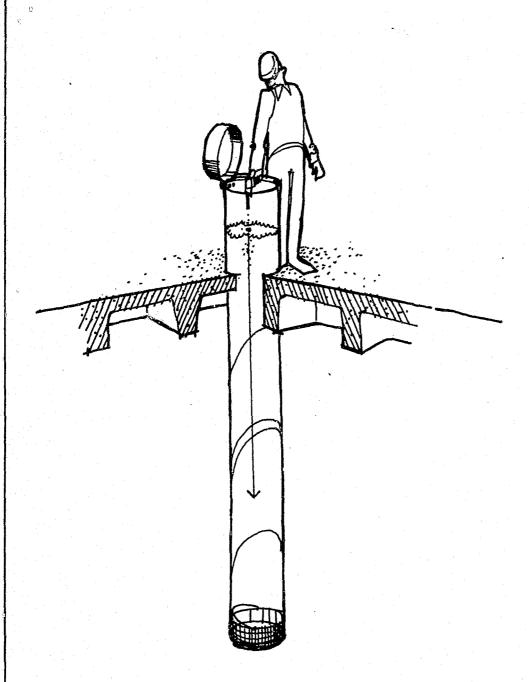
fingerprinting equipment:

All unnecessary clutter should be eliminated from the prisoner receiving area. Fingerprinting apparatus can be installed in a drawer so that it will be out of sight when not in use. A sink and towel disposal unit should be installed next to the fingerprinting area.

Cross-references: F3.1i, F3.3i

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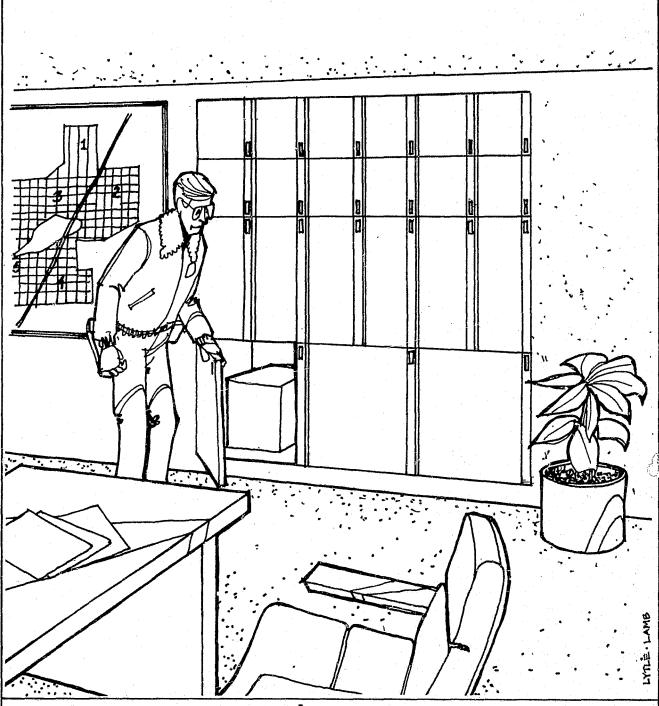
bullet retrieval system:

A ballistics shop should be equipped with a reliable system for recovering bullets. One of the most reliable methods involves the use of a column of water.

Cross-references: C6a, F4.1e

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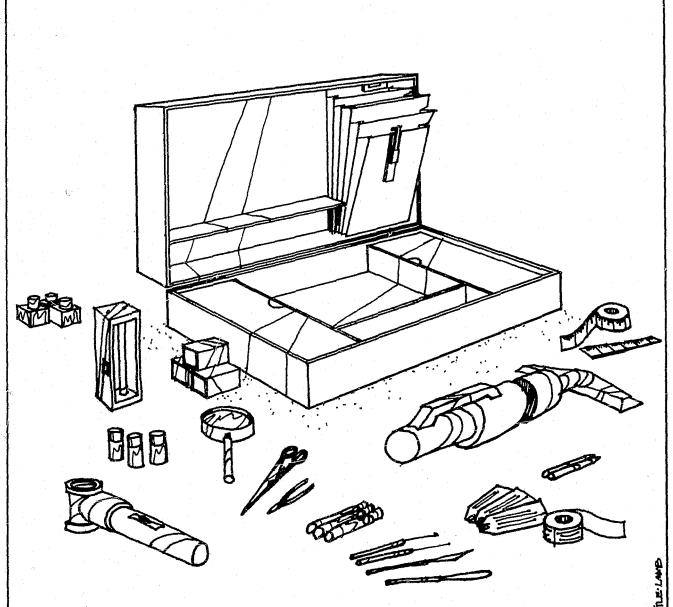
police



evidence storage lockers:

Metal lockers built into the wall of the shift commander's office or communications room provide space for the temporary storage of evidence. Evidence should be transferred to a more secure storage vault as soon as possible. The unit illustrated above provides lockers in a variety of sizes.

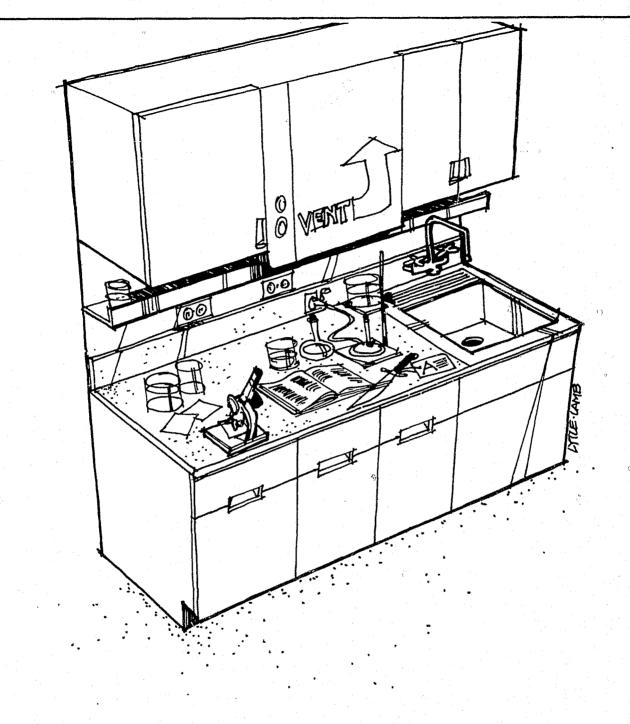
Cross-references: C7.3a, F5.1o, F5.3o, F5.4o, G9.1o



portable crime scene search kit:

Detectives and other officers involved in the criminal investigation process should be equipped with the basic items needed to lift latent prints and remove physical evidence. The Kit should include materials for packaging and labeling individual items of evidence.

Cross-references: Cl.4f, C4.4a



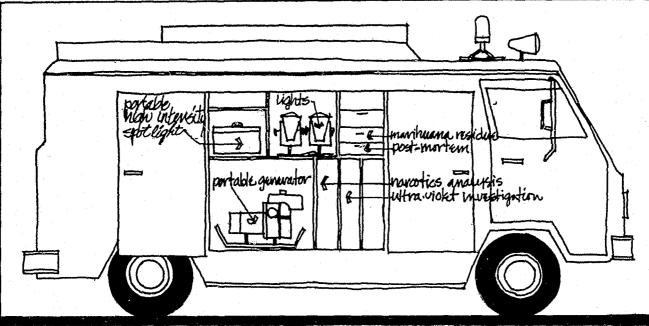
crime lab work area:

Work spaces provided for forensic scientists must include sufficient storage space for all items of equipment used in their work. Utility outlets for gas, electricity, and distilled water should be installed in convenient locations. A built-in exhaust fan with hood will help to maintain proper air quality at each work position.

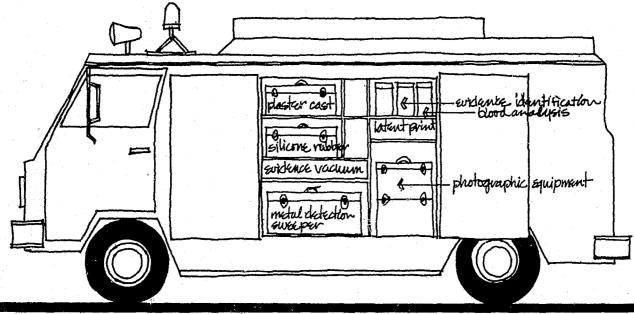
Cross-references: C9.8a, D10.4c, F3.3e, G1.1e, G1.2e

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EXTERIOR: RIGHT SIDE DOOR



EXTERIOR: LEFT SIDE DOOR

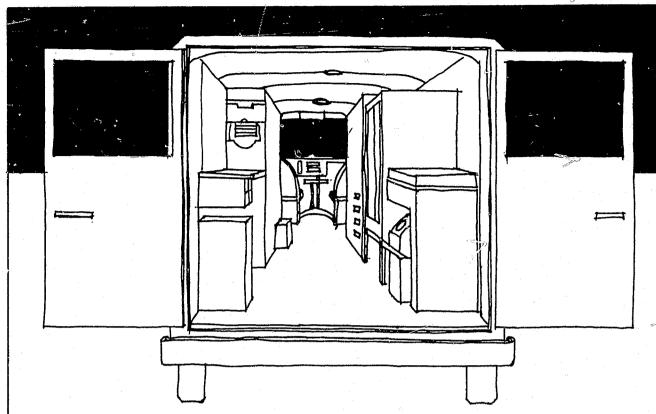
mobile evidence collection van:

This mobile facility includes the basic equipment used by a crime scene investigation unit. In addition to special high-intensity lighting and auxiliary power equipment, a mobile evidence collection van should include ladders, ropes, and other items required to reach areas where access is difficult. (See section C If.)

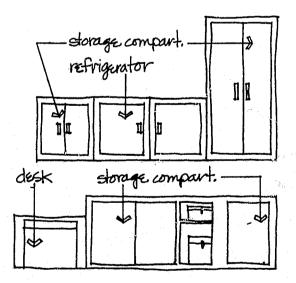
Cross-references: Clf

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INTERIOR: REAR VIEW



INTERIOR: LEFT SIDE of VAN CAB

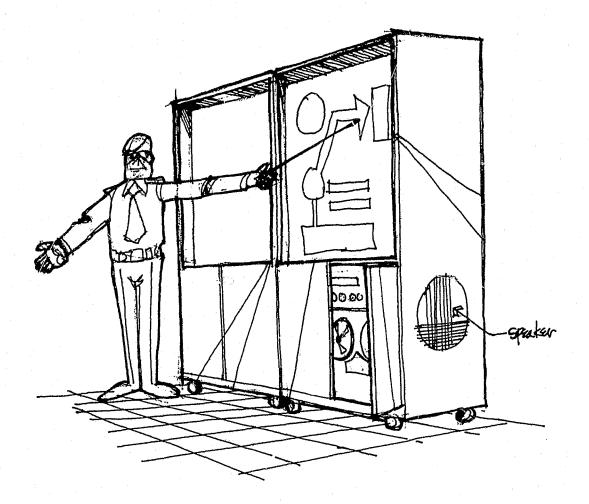
INTERIOR: RIGHT SIDE OF VAN CAB

mobile evidence collection van:

This mobile unit contains the basic equipment required for the preliminary examination of physical evidence. It is used to transport evidentiary materials from a crime scene to the crime laboratory.

Cross-references: Clf

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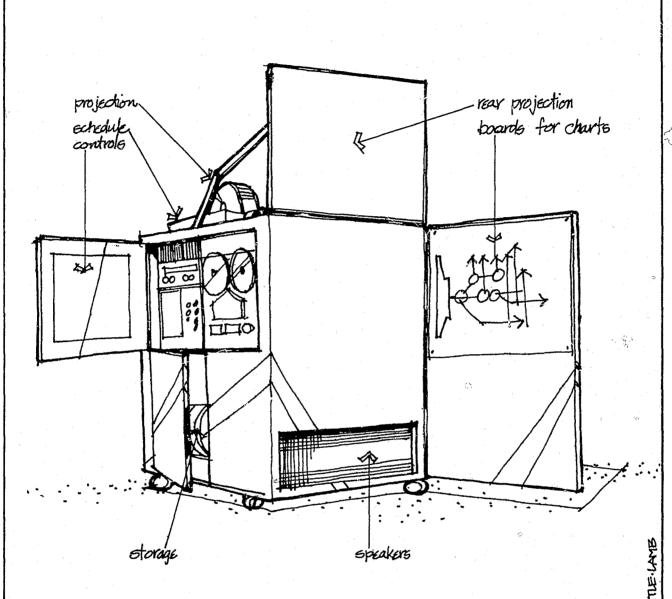
training aid storage cart:

Facility components used for staff briefings and planning sessions can be rapidly transformed into a classroom with mobile units such as the one illustrated above. Availability of this type of unit will make the use of a room much more versatile.

Cross-references: C7.11s, G2.1t

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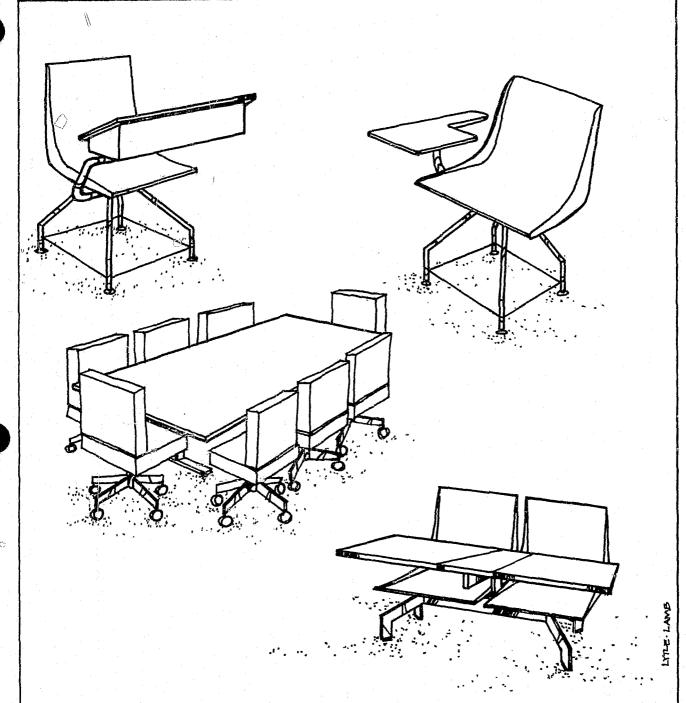


training aid storage cart:

It is often useful to mount audio-visual equipment and other training aids on mobile units. This arrangement makes it easy to shift equipment from one instructional area to another as it is needed. It also facilitates storage and maintenance of the equipment.

Cross-references: C 7.11s, G 2.1t

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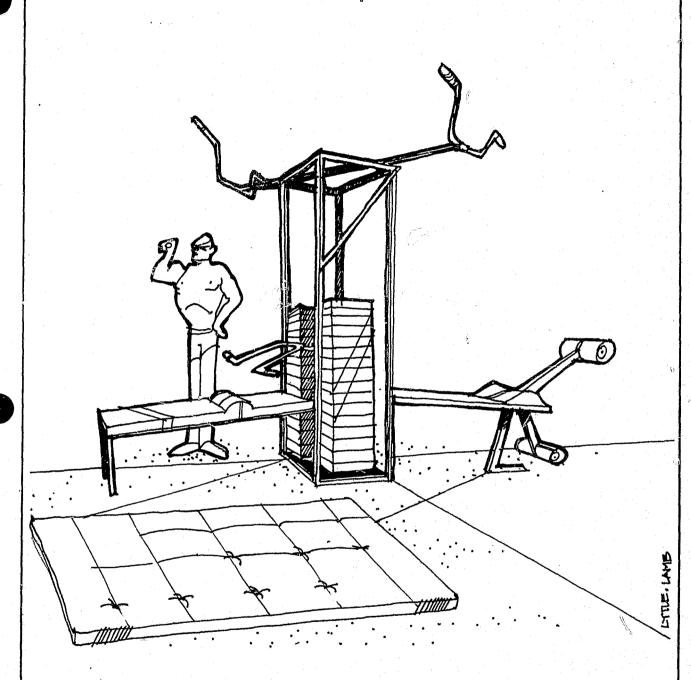
seating alternatives for classroom:

A range of alternatives should be considered in selecting the seating and work surfaces to be used in the police classroom. The seating that is selected should provide maximum flexibility for instructors and students.

Cross-references: C7s, F2.6t, F3.2t, G2.1t

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exercise equipments

Apparatus for physical conditioning and weight control programs should be provided in a professional staff center. This type of equipment must be installed in a room that in well lighted and ventilated. The exercise room should be adjacent to lockers and shower rooms.

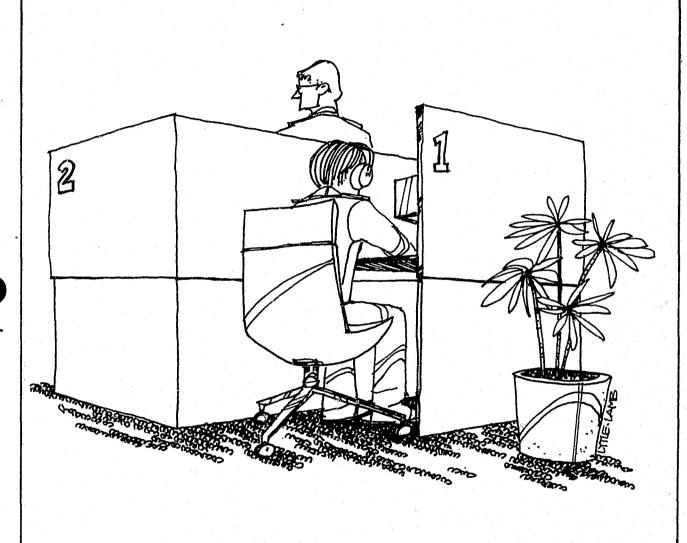
Cross-references: D10.4c, D15.3c, F9.1t, F9.2t, F9.3t, G3.1t

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audio-visual carrel:

A wide variety of instructional materials can be used in conducting law enforcement training programs. In order to encourage the use of these materials the Learning Resource Center in a Criminal Justice Training Academy should be equipped with a sufficient number of individual audio-visual carrels. The student in the illustration above is using a computerized programmed learning unit.

Cross-references: C7s, D5f, Fl.2t, F3.2t, F6.3o, F7.3t



audio-visual carrel

The learning resource center in a criminal justice training academy should be equipped with a large number of carrels for persons using audio-visual materials. The availability of these units is an important factor in the development of individualized instruction programs.

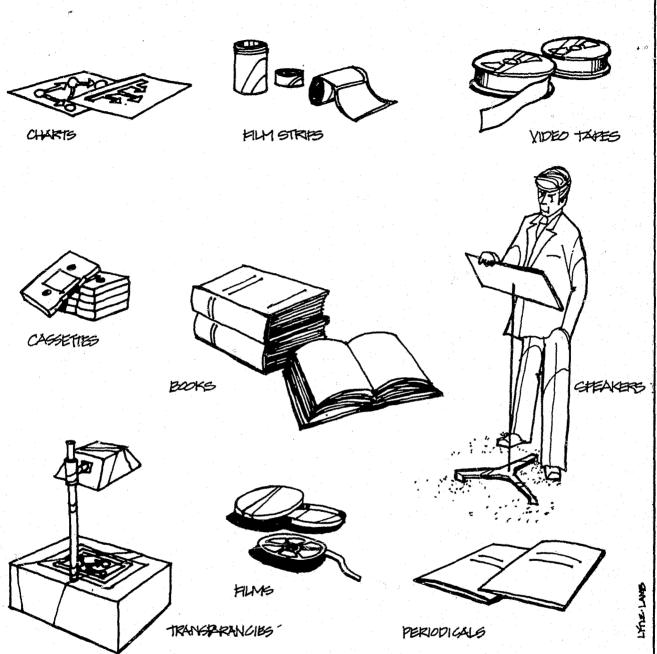
Cross-references: C7s, F1.2t, F3.2t, F6.3o, F7.3t



periodical display shelving:

One of the responsibilities of police training officers is to make professional literature available to department employees. The display shelving illustrated above is one of the major pieces of furniture that should be included in a professional staff center. It is normally found in the library-reading room adjacent to the briefing area.

Cross-references: C 7s, D 1.7f, F 1.2t, F 7.3t, F 7.5t, F 8.1o, F 8.3o, G 4.1o, G 5.1o



in-service training resources:

The principal function of the curriculum development unit in an Administrative and Technical Services Center is to prepare training materials for use in conducting in-service training programs. This is a valuable resource for training officers in local police departments.

Cross-references: C 6s, C 7s, F 11t, G 4t

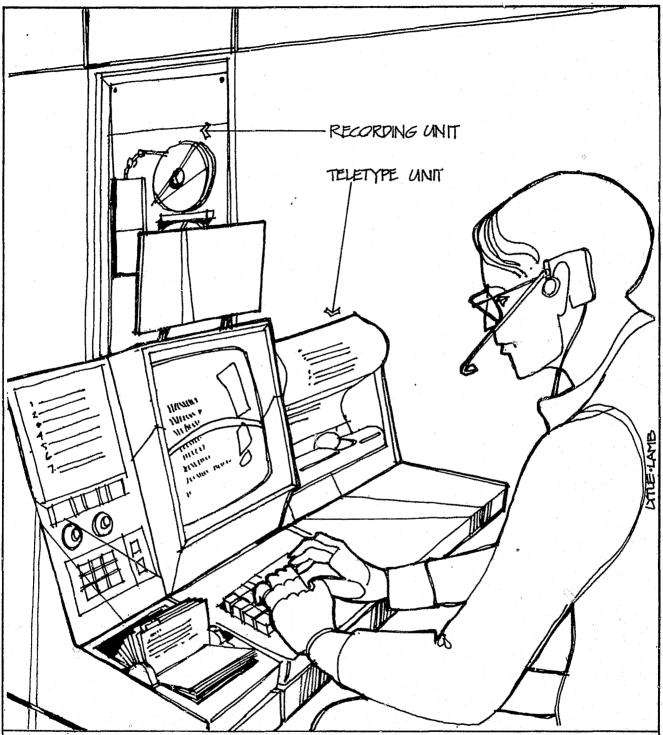


information specialist's console:

The staff of a communications center supports officers in the field by making criminal history and identification data available on request. The information specialist operates various terminals and data bank consoles that are used in obtaining information. He then relays the requested information to the dispatcher for transmission.

Cross-references: C 3a, D 5.5c, D 2.6f, F1.1c, F 1.4c, G 2c

components : T



information specialist's console:

The information specialist works closely with the dispatchers in the communications center to make available criminal history and identification data as it is required. He may also be responsible for in-put into the department's data storage and retrieval system.

Cross-references: C3a, D5.5c, D2.6f, F1.1c, F1.4c, G2c

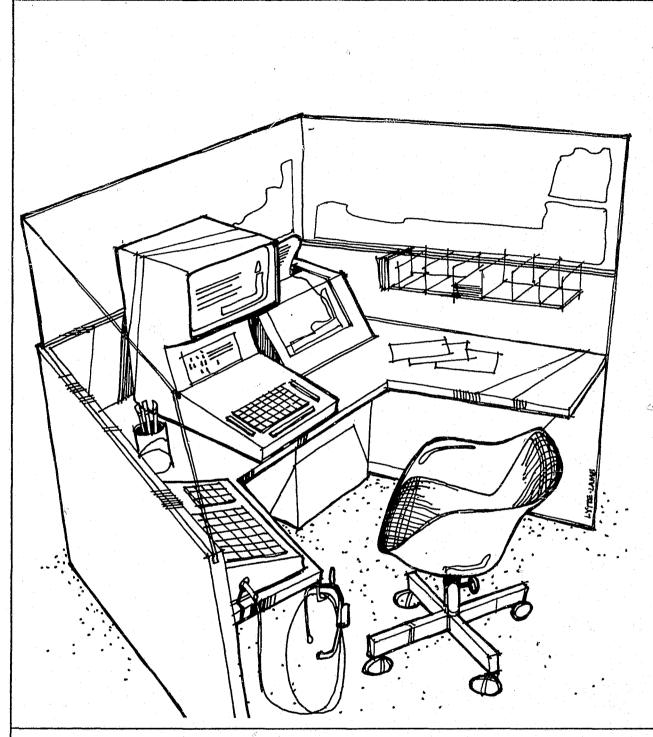
components. ™ program 30lice



dispatcher's console:

The radio console is the basic item of equipment used in the communications center. Auxiliary power generators, antenna loads, transmitters and all other components used in association with the dispatcher's console must be installed within the security core of a police facility.

Cross-references: C3a, D5.5c, D15.3c, Flc, G6c

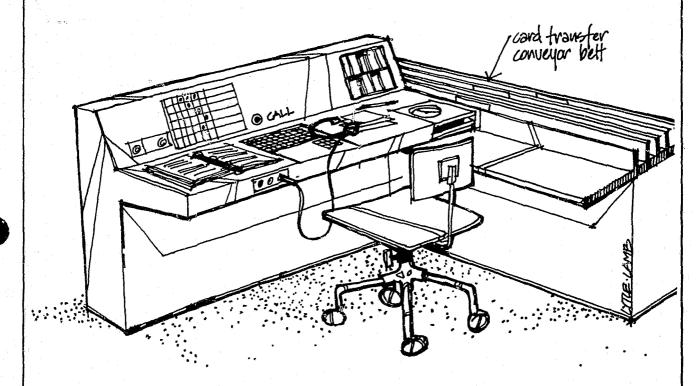


complaint reception console:

The equipment package incorporated into this console is designed to be used in conjunction with a computer-based communications center. The police department telephone operator initiates current input into an on-line computer system at the time calls for service are received. This type of console would also be used by persons conducting a service expeditor program.

Cross-reference: Cla, Cla, Flc, Glc, G6c

components. ET program



complaint reception console

In non-computerized systems a card transfer conveyor belt can be used to link complaint reception operations with radio dispatchers. The equipment illustrated above includes a forty button telephone console.

Cross-references: Cla, C2a, Flc, G2c, G6c

police program components EH



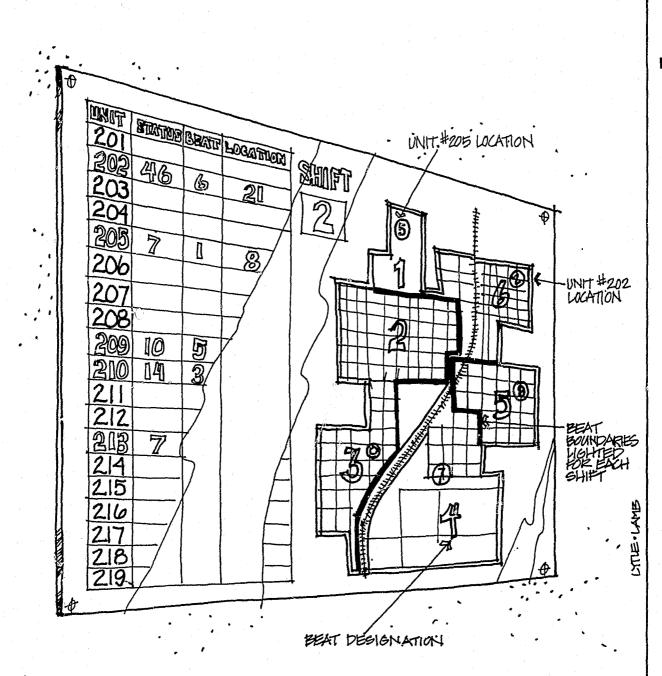
microfilm retrieval terminal:

Compact storage and a rapid retrieval capability for case files and detailed criminal histories can be achieved through microfilm filing systems.

Cross-references: Fl.1r, F3.3r, Gl.1r

program components.In olice

communications



communications center status-locator board:

A status-locator board provides a visual display of the current deployment of field units. This system is particularly useful in an emergency command and control center.

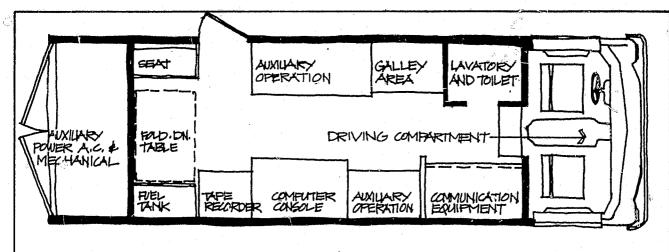
Cross-references: F1.2c, F5.lo, F5.3o, G9.lo, Gl.1c

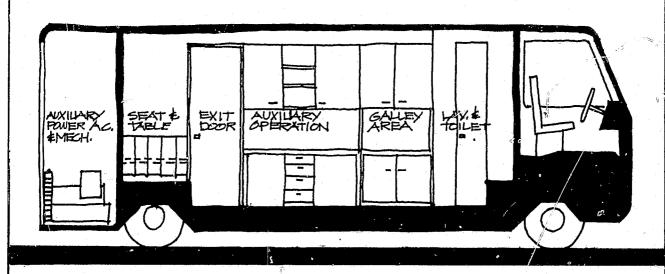
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communications





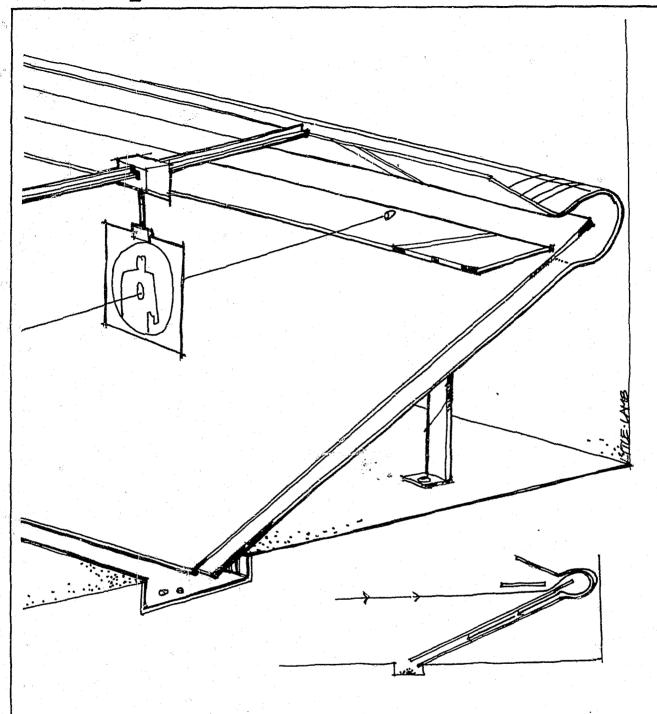
mobile command post:

This mobile facility provides work space for command and control functions in the field. In addition to communications and auxiliary power equipment, the van should include shelving, drawer space, and work surfaces for administrative tasks. The unit shown above includes a small galley and a toilet compartment.

components. progra

police

weapons



range bullet trap :

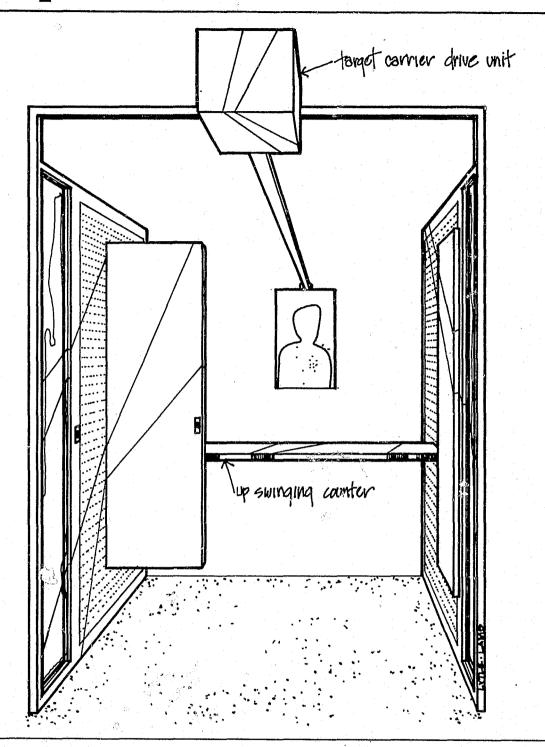
The escalator type trap illustrated above deflects bullets upward and reduces the hazards of ricochet.

Cross-references: Fl.lw, Fl.4w

program components T

police

weapons

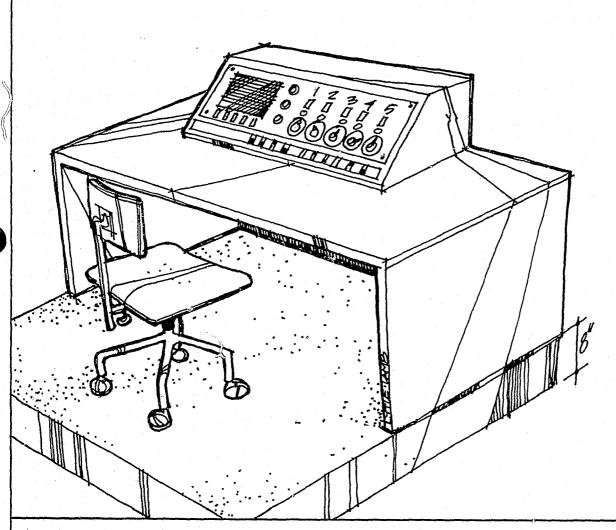


range firing point:

Separators between firing points organize the firing line. In the illustration above a barricade is hinged to the left side of the partition. Acoustical material used on partitions must be regularly cleaned to reduce fire hazards.

Cross-references: D 15.4c, D 10.4c, F 1.2w, F 1.4w, G 1.1w

program components r

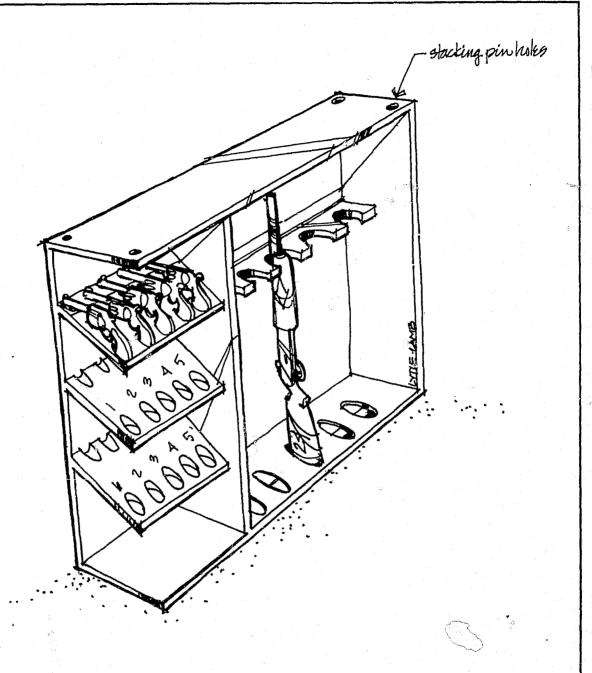


rangemaster's console:

A major safety mechanism on a firing range is the communications system. The rangemaster should be able to coordinate all visual and sound signals. All warning devices should be controlled from the rangemaster's console. The rangemaster should be able to see all persons on the firing line from his console.

Cross-references: F 1.1w, F 1.4w

weapons



weapons storage rack:

All police facilities should contain provisions for the orderly and systematic storage of weapons. Storage racks should be located in an area that is both secure and easily accessible.

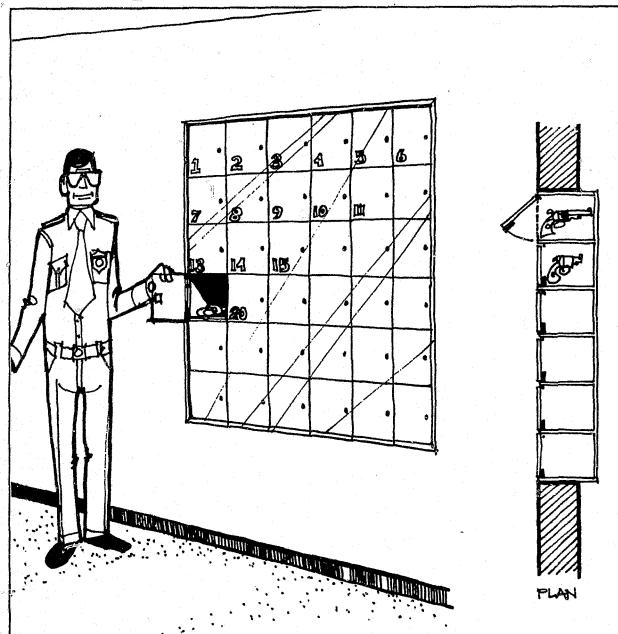
Cross-reference: F lw

bolice program components.



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weapons storage compartments:

All areas in a police facility in which the presence of weapons is not desired should be equipped with secure built-in compartments for the temporary storage of hand guns. Individual metal compartments with felt linings are ideal for this function.

Cross-references: F 1.2i, F 1.3i, F 5.1i, F5.2i, G 3.2i

photographic

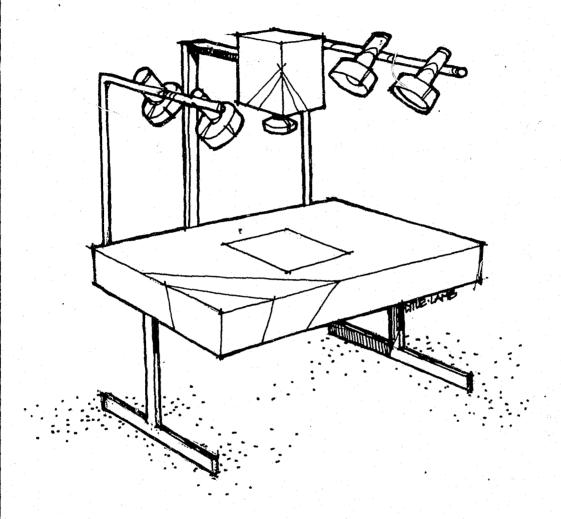


photo processing equipment:

Photographic copying of records and other documents is an important function of a full-service photo laboratory.

Cross-references: F 1.1p, F 2.1p, G 4p

components IT

photographic

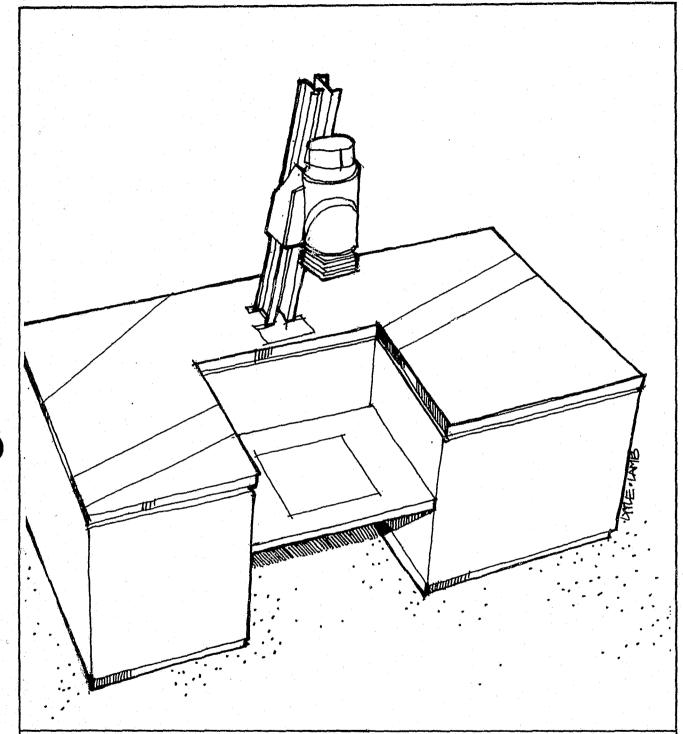
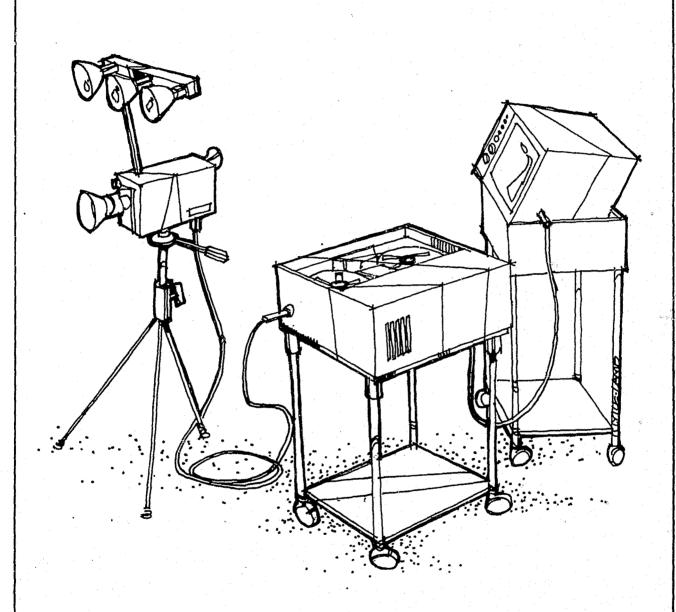


photo processing equipment:

A full-service photographic laboratory is a major component in an Administrative and Technical Services Center. The laboratory should be carefully planned to provide an efficient flow of work.

Cross-reference: Fl.lp, F2.lp, G4p

photographic



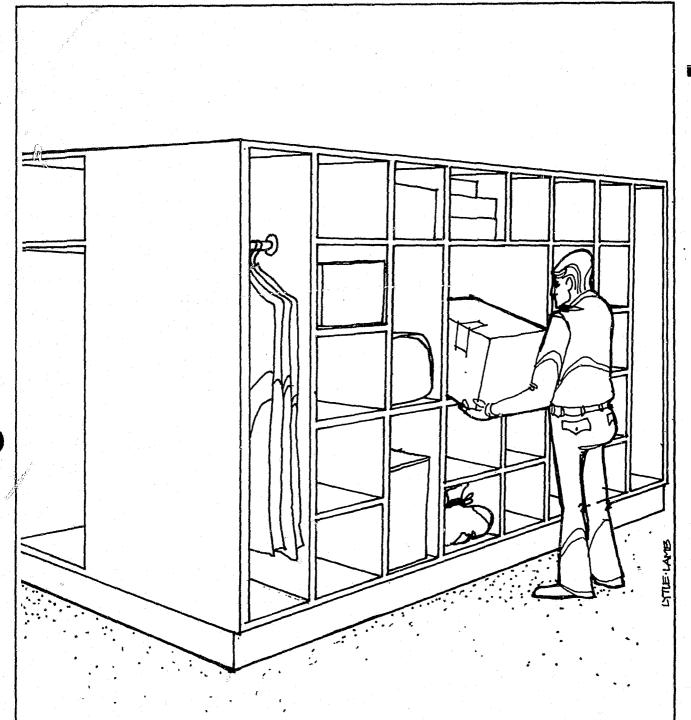
videotape recording equipment:

Portable video recording units have a wide range of applications in modern law enforcement systems. By mounting the equipment on mobile carriers, as shown above, its versatility and usefulness is greatly increased.

Cross-reference: C 7.6s, C 9.10a, F 3p, G 2p, G 5.1i

components of **Program**

storage



recovered property storage:

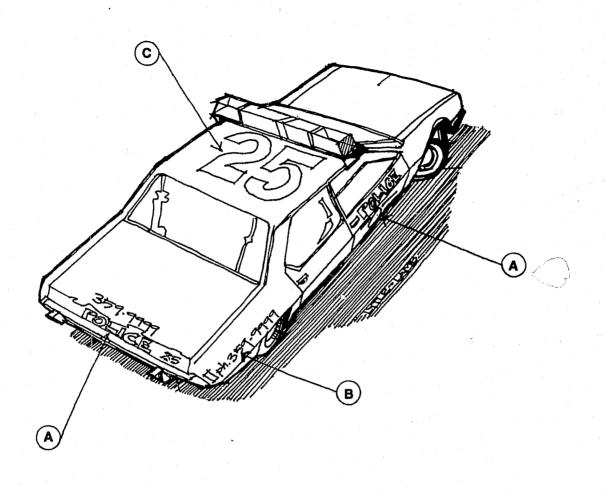
Storage facilities for recovered property should be maintained separate from the evidence storage vault. Shelves of varying sizes should be provided for the orderly storage of all types of property.

Cross-reference: F 2s

program components IT

police

vehicles



patrol vehicle:

The automobiles used in most police operations should be readily identifiable as such to motorists and pedestrians. In addition to the agency's motto and official emblem, the word POLICE should be displayed prominently on the sides and rear of the vehicle (A). The department's emergency phone number should also appear in large numerals on all patrol vehicles (B). These markings should be easily visible during hours of darkness.

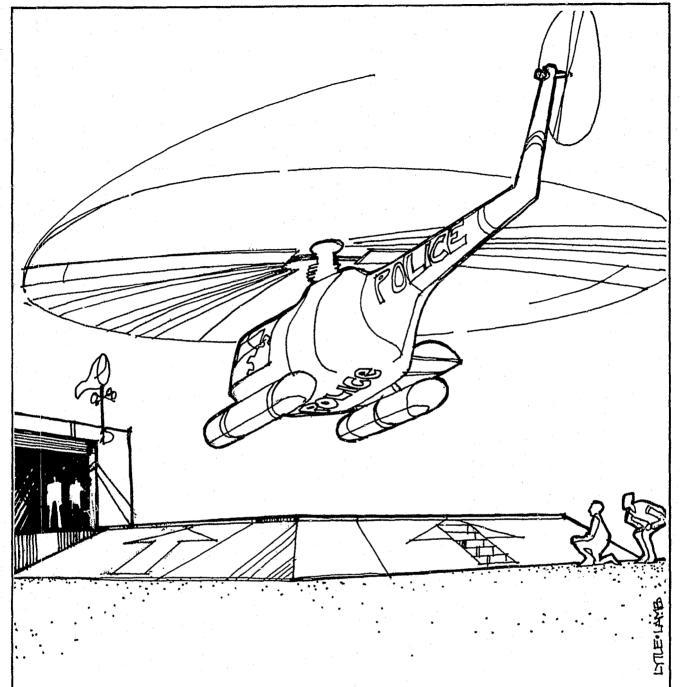
Psychological impact is a major criterion in selecting colors for police vehicles. Colors should be chosen that will contribute to the development of a positive departmental image. White and light pastels are generally consistent with this objective. In hot weather, white or light colors on the top of a vehicle will reduce the interior temperature by five to seven degrees.

Departments conducting air surveillance programs (see section C 14f) should place large identifying numbers on the roof of every patrol vehicle (C). This will facilitate coordination between air and ground units.

Program components,

Jolice

vehicles



helistop:

Administrative and Technical Services Centers supporting operations in widely scattered communities should normally be equipped with facilities for landing and maintenance of aircraft.

Cross-reference: C 14f

program components de

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y components

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1.2

EVIDENCE Evidence Receiving and Processing Room F le F 2e Evidence Storage Vault F 3e Crime Laboratory F 4e Ballistics Shop TRAINING F lt Learning Resource Center Classroom/Seminar Module F 2t Station Classroom F 3t F 4t Testing and Counseling Area Instructional Resource Center F 5t F 6t Special Classroom F7t Library/Reading Room Seminar Room F 8t F 9t Exercise Room Physical Training Area F10t Fllt Training Officers' Work Area Lounge (vending) F12t COMMUNICATION Communications Center F lc Electronic Maintenance Shop F 2c **WEAPONS** Firing Range F lw STAFF SERVICES Legal Advisor's Office F lss Planning and Research Area F 2ss Public Information Office F 3ss Research Library F 4ss Career Development Office F 5ss

cility components

contents

F

1.3

PHOTOGRAPHIC

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STORAGE

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Recovered Property Storage		F	2s

VEHICLES

Vehicle Maintenance Shop		F lv
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/ components

The graphic materials included in this section of the <u>Guidelines</u> represent a broad range of alternative designs to be considered in planning interior work spaces for a police facility complex. In most cases, several architectural solutions are presented for each major type of facility component. Summary statements of appropriate design criteria for various operational and training components are also included in Section F.

The overall objective in designing a facility component should be to create a total environment compatible with the programs and operations to be conducted in that part of the building. Thus, prior to developing the design criteria for a facility component, the specific requirements of each program should be carefully analyzed. Program goals should be reviewed to determine the ways architectural design can contribute to the accomplishment of those objectives.

Prior to initiating the programming and design phase of the facility planning process, the architect will require the following basic data:

"Major operational areas" can be defined as facility components that are used for conducting one or more departmental programs. The detectives' area is an example of a major facility component. A professional staff center, consisting of locker rooms, briefing area, exercise room, library/reading room, and shift commander's office, is another example of an operational area. Estimates of

ry components

facility

introduction

2.2

space requirements for each facility component should allow the architect as much leeway as possible. It is normally advisable to state a range of activity space that would be acceptable. All estimates are based on ten-year personnel, equipment, and activity projections.

A comprehensive statement of the various kinds of activities anticipated in each operational area — An effort should be made to develop a list of concise statements describing all of the routine activities that will take place in each facility component. Each of these activity statements constitutes a design criteria. The task of the architect is to design each area incorporating features consistent with all of the activities listed.

A list of the basic design criteria for each major facility component —— Examples of design criteria would include the following:

Groups of citizens (15-30) will be allowed to view activities in this area. However, they will not be permitted to enter the principal operational space.

As many as three officers may be conducting confidential interviews simultaneously. Persons being interviewed must not be able to see or hear one another.

The architect should be given maximum latitude in determining the manner in which the design criteria for each area will be translated into schematic plans for that part of the building.

components

introduction

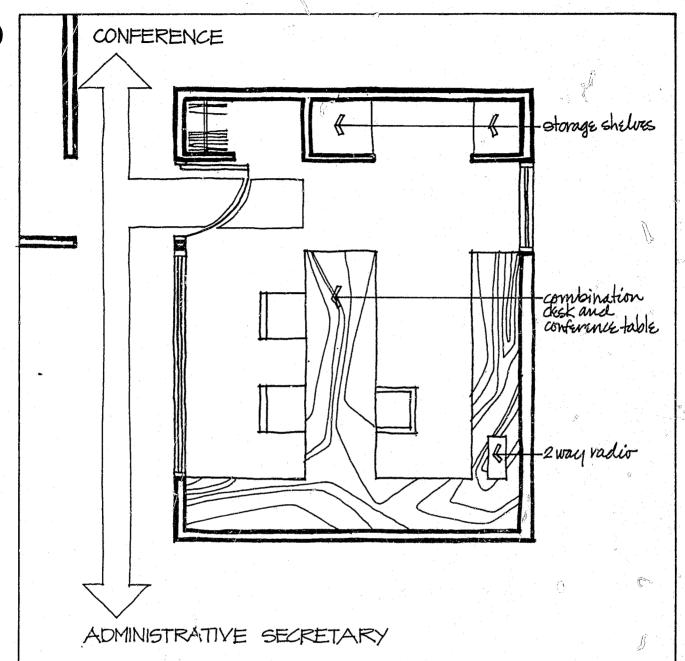
2.3

programs, a decision should be made concerning the level of proximity that should exist between each pair of facility components. The architect will require these adjacency recommendations as he begins to develop relationship diagrams as part of the programming process.

In determining the most functional and economical arrangement for each operational area, open planning techniques, as well as conventional partitioning, should be considered. It is usually not advisable for facility planners to specify the manner in which operational areas will be subdivided. These decisions should be made by the architect in consultation with police department employees who will be using the building.

Careful planning should produce a building program and schematic design consistent with the present and future operational needs of the organization. The facility should be able to respond to changes in the scope and objectives of departmental operations without requiring extensive remodeling. Adequate space for organizational expansion should be a major design criteria for most areas within a police facility.

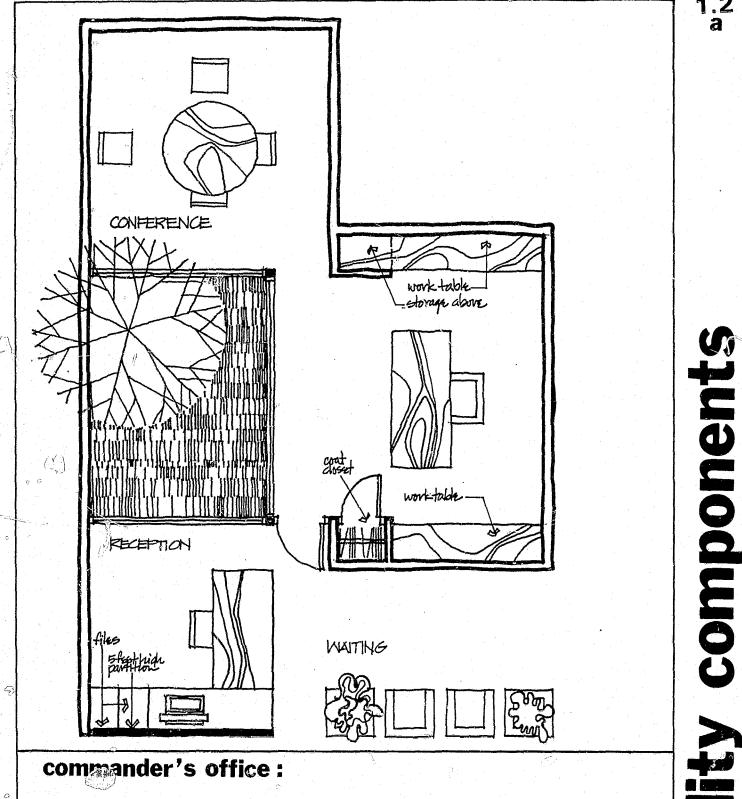
ly components



commander's office:

This area is equipped with a large work surface that provides suitable space for planning sessions and other meetings involving two to six participants. Unlike the shift commander's office, this facility component should not normally be located adjacent to the briefing room or to other operational areas. In order to allow the commander to monitor operations in the field, this office should be equipped with a two-way radio.

1 2

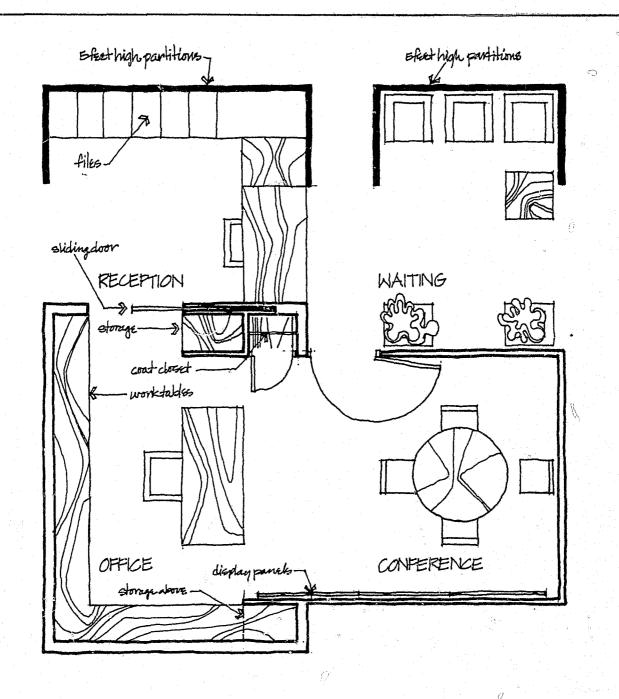


Interior court spaces provide natural light for office areas without jeopardizing security. In this design a conference area is combined with the commander's office.



1.3 a

acility components



commander's office:

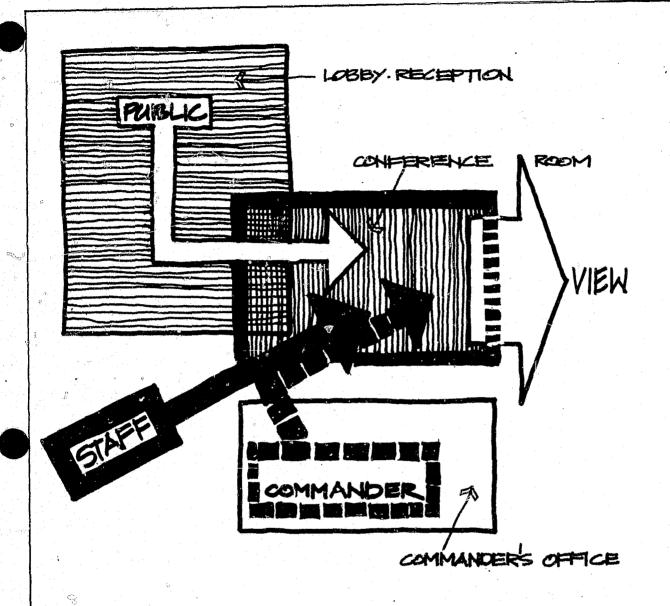
If the commander's secretary functions as an administrative assistant the two desks should be in close proximity. In this design a sliding door is used for privacy when it is required. The design of a commander's office should normally provide an alternative exit.



2.1 a



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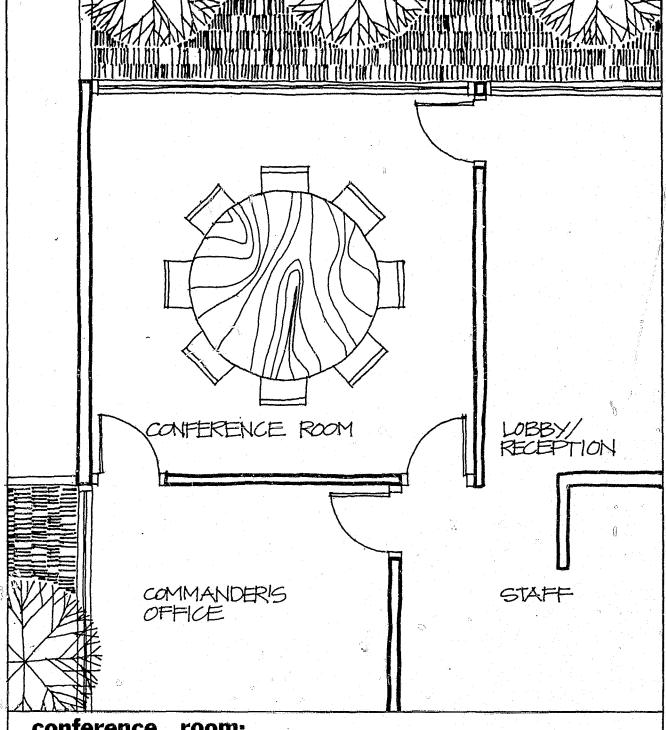


conference room:

A well-designed conference room can be an extremely versatile part of a police building. It has great potential for community use. If the conference room is to be made available for use by civic groups, it should be located adjacent to the lobby/reception area. The public should be able to enter this part of the building without passing through any other operational area.

Cross-references: D1.9f, D2.9f, D3.8f, and G2.la

a



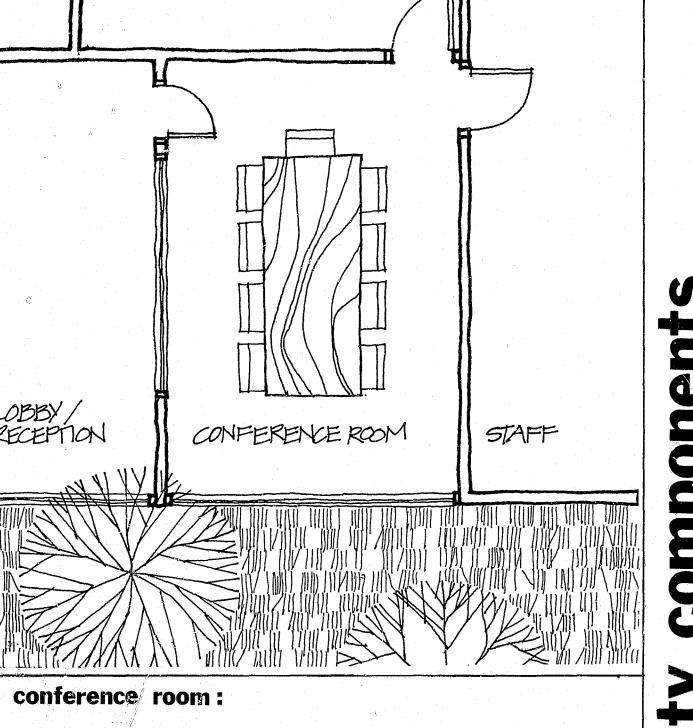
conference room:

A police department conference room must provide an optimal setting for informal meetings and planning sessions. Locating this area adjacent to a courtyard is highly consistent with this design objective. Round or eval gables will probably contribute more to achieving the desired atmosphere than rectangular ones.

Cross-references: D1.9f, D3.9f, D3.8f, and G2.la

acility component





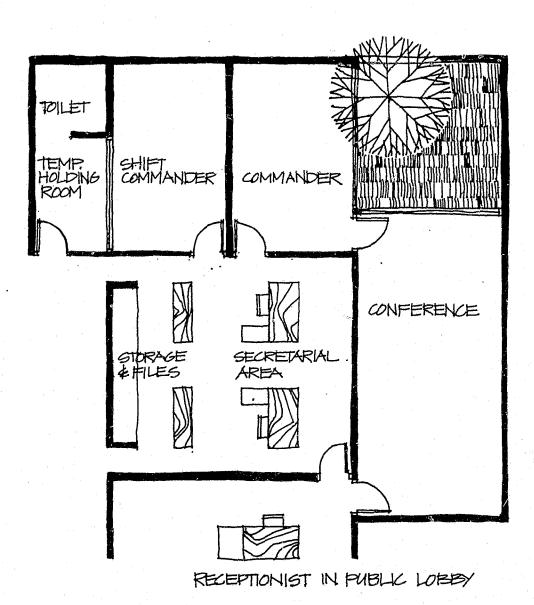
A glass panel separating the conference room and lobby/reception area helps integrate these two public-use components of the building. If a glass panel is used, it should have drapes or blinds to assure privacy when desired.

Cross-references: D1.9f, D2.9f, D3.8f, and G2.1a

acility components



3.1 a

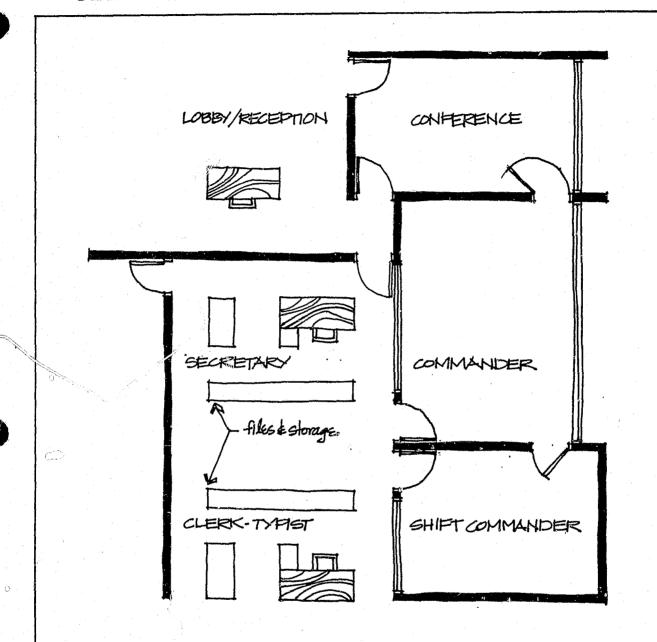


secretarial area:

A secretarial area should be acoustically insulated from surrounding components. This work area should not be visible to persons entering the lobby/reception area.

Cross-references: G4.a

components



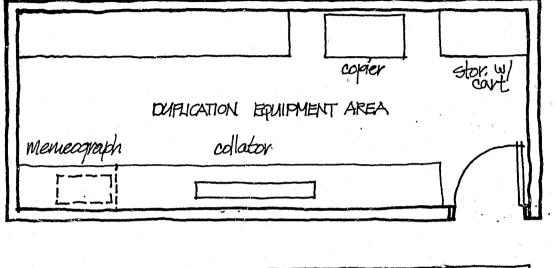
secretarial area:

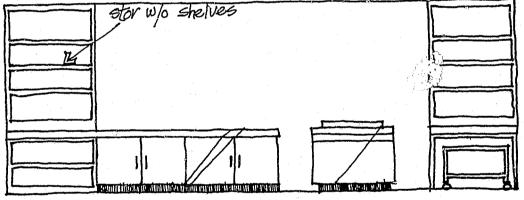
Adequate expansion space should be incorporated into the design of most areas used for typing, filing, and other clerical activities. The design above includes space for two additional typists as the organization grows.

Cross-references: G4.a

cility components

4.1





duplication equipment area:

This is an auxiliary space that should be adjacent to the operational area of units that make extensive use of duplication equipment.

Cross-references: F2.1ss, F2.2ss

components

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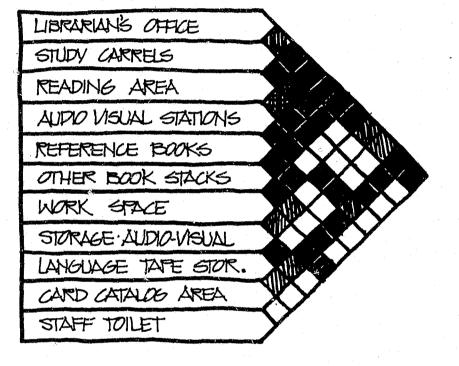
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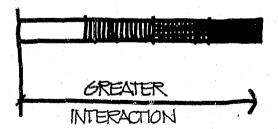
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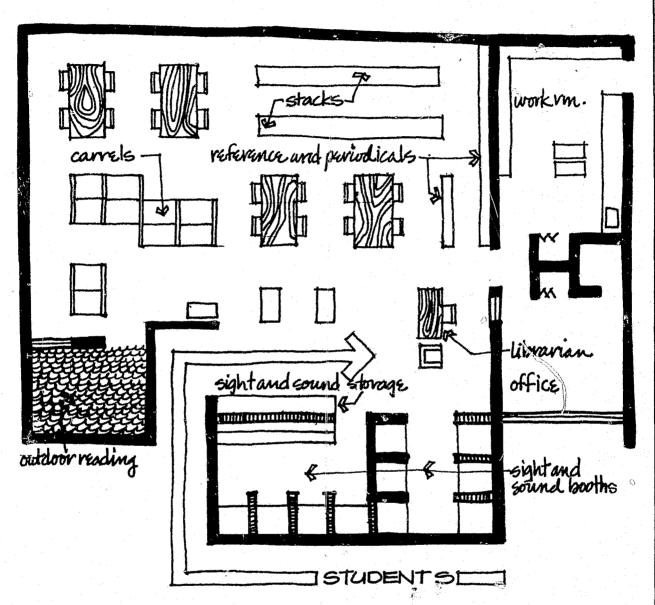
learning resource center:

This facility component forms the core of the instructional area in a Criminal Justice Training Academy. For maximum utilization, it must be located close to the classroom area.

Cross-references: D5.5f, D5.10f, D5.11f, E4.1t, E4.2t, E5.1t

F

1.2 t



learning resource center:

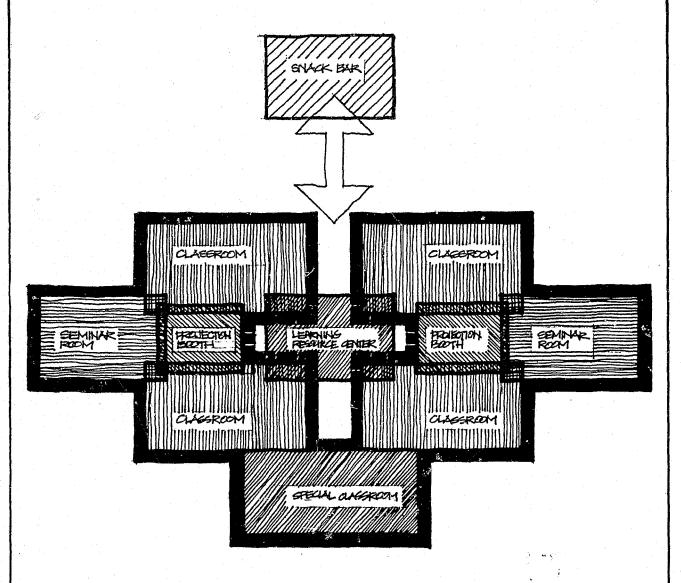
This facility contains a full range of instructional materials. It is an essential component of a Criminal Justice Training Academy. It should include both audio-visual and conventional study carrels. The design shown above incorporates an enclosed patio for reading and discussion.

Cross-references: D5.5f, D5.10f, D5.11f, E4.1t, E4.2t, E5.1t

component

F

2. 1 t

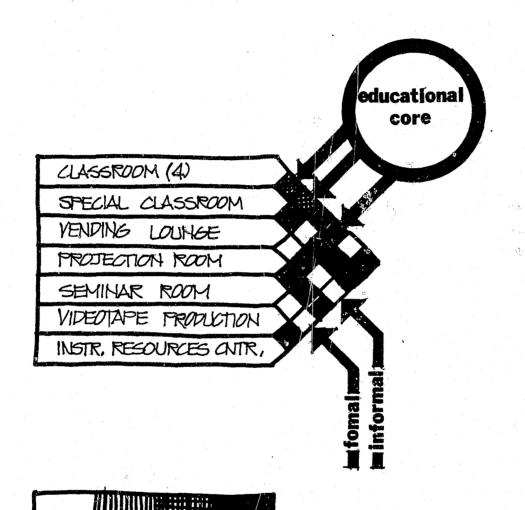


classroom/seminar module:

Classrooms, seminar rooms, and other instructional areas in a Criminal Justice Training Academy should have direct access to the Learning Resource Center. The LRC provides basic library services as well as audiovisual materials for individual instruction. A lounge area equipped with vending machines should be provided for use by students and faculty members during breaks in the training schedule. Note that projection booths can be arranged so that one assistant serves several instructional areas (classrooms, seminar rooms) simultaneously.

acility components





GREATER INTERACTION

classroom/seminar module:

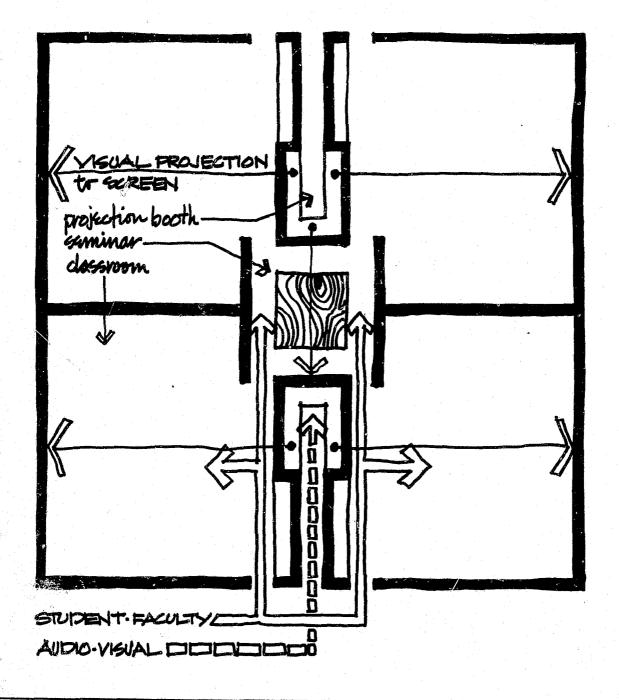
The vending lounge should be sufficiently close to the classroom areas to permit its use by students during break periods between classes. Acoustical control techniques should be employed to avoid interference with classes in progress.

Cross-references: D5.7f, G2.1t, G5.1t, G5.2t, G5.3t, G7.1t

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2.3

components



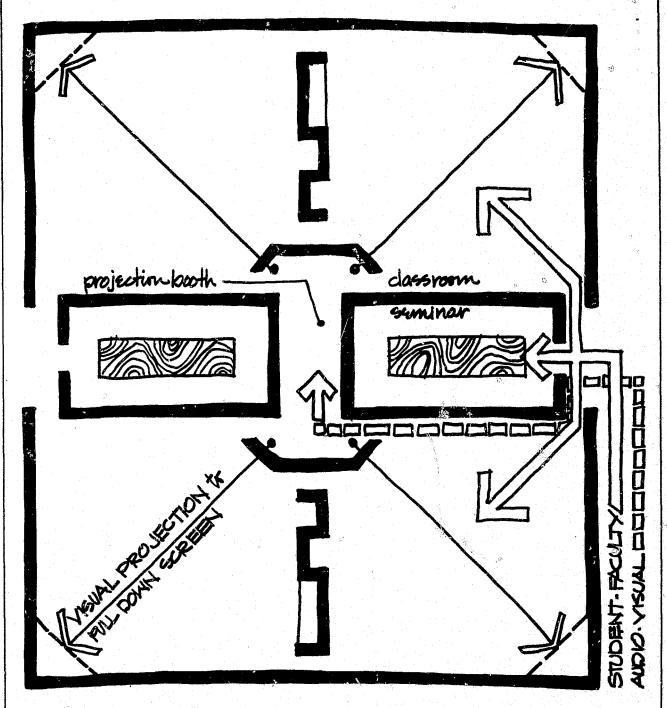
classroom/seminar module:

The arrangement of classrooms and seminar areas in a Criminal Justice Training Academy should be sufficiently flexible to allow the simultaneous performance of a wide range of functions. The design shown above enables one audiovisual technician to serve two classrooms and a seminar area.

Cross-references: D5.7f, G2.1t, G5.1t, G5.2t, G5.3t, G7.1t



COMPONENTS



classroom/seminar module:

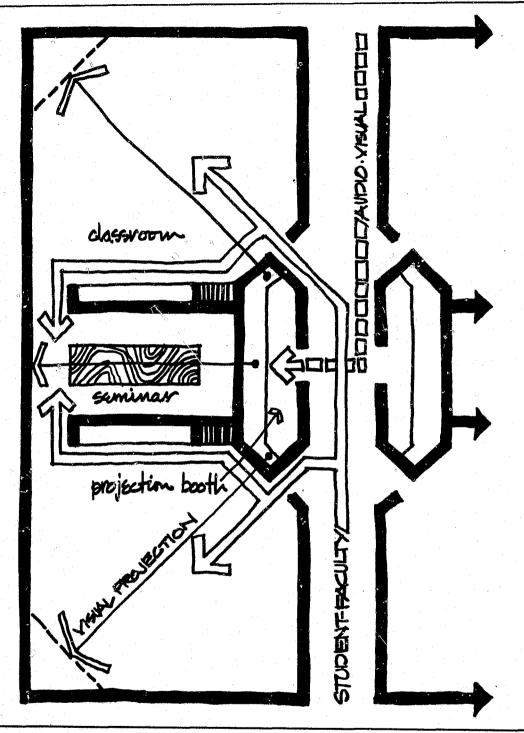
This module incorporates four standard classrooms and two seminar rooms. Audio-visual equipment for all of the classrooms is operated from a central projection booth. This arrangement facilitates efficient utilization of projectors and other instructional equipment.

Cross-references: D5.7f, G2.1t, G5.1t, G5.2t, G5.3t, G7.1t

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acility components



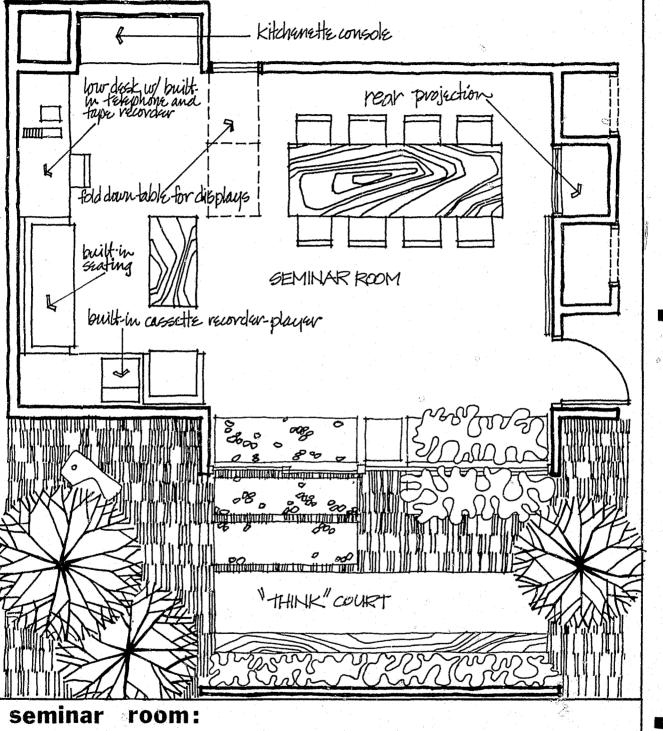
classroom/seminar module:

This design provides for a high degree of instructional flexibility in a limited space. Acoustical control must be sufficient to permit training films to be shown in one classroom without interfering with activities in adjacent classrooms.

Cross-references: D5.7f, G2.1t, G5.1t, G5.2t, G5.3t, G7.1t

F

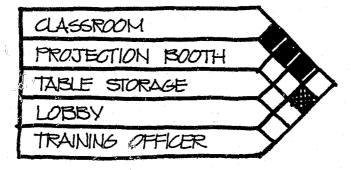
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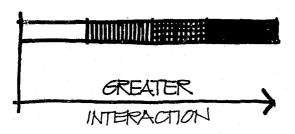


A Criminal Justice Training Academy should include areas designed for small-group interaction. The training area shown above includes an exterior court for use as an alternative instructional area.

Cross-references: D5.7f, G2.1t

acility component





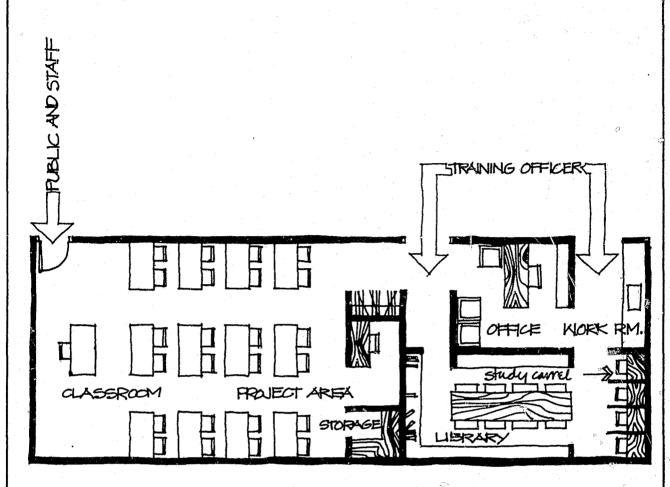
station classroom:

A police station classroom is used primarily for in-service training programs. If properly designed, it can also be used as a community activity center. Placing this component adjacent to the lobby permits easy access for citizen groups.

Cross-references: C7s, D1.7f, G6.lt

acility components

acility component



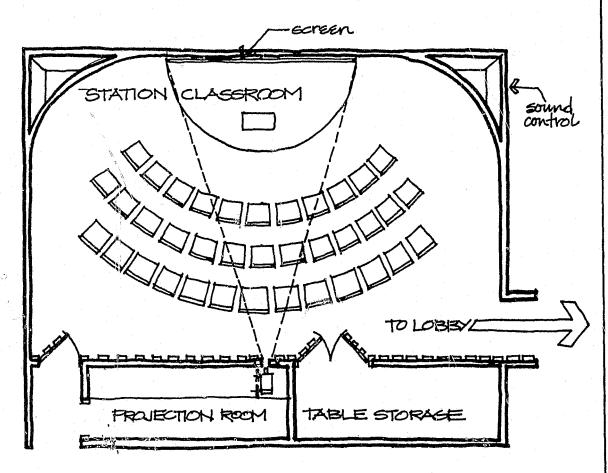
station classroom:

The training sider's work area should normally be located adjacent to the station classroom. Adequate storage space for a variety of training aids and items of audio-visual equipment should be included in this area. The library/reading room should be located in a way that facilitates supervision by the training officer.

Cross-references: C7s, D1.7f, G6.1t

3.3

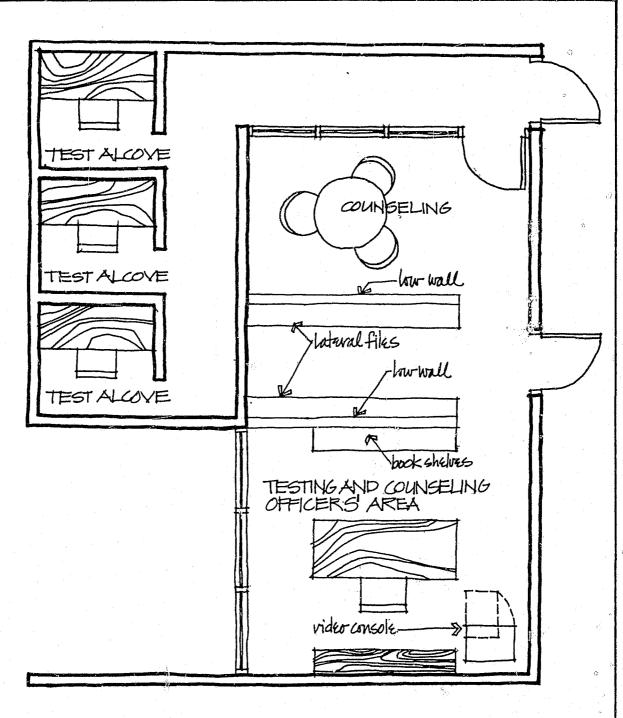
acility components



station classroom:

This component of a Community Police Station affords an excellent opportunity for the department to extend its hospitality to various citizen groups. Its furnishings should be sufficiently flexible to permit its use for a wide variety of instructional purposes.

Cross-references: C7s, D1.7f, G6.lt



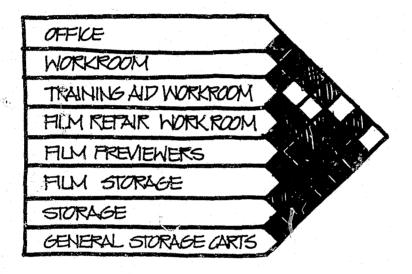
testing and counseling area:

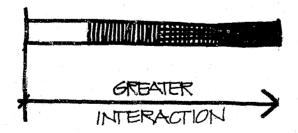
This facility component is designed for use in a career development program. The counseling space should provide an optimal setting for confidential interviews. A video display console permits immediate access to an automated personnel records system.

Cross-references: C5s, D3.8f

components

facility





instructional resource center:

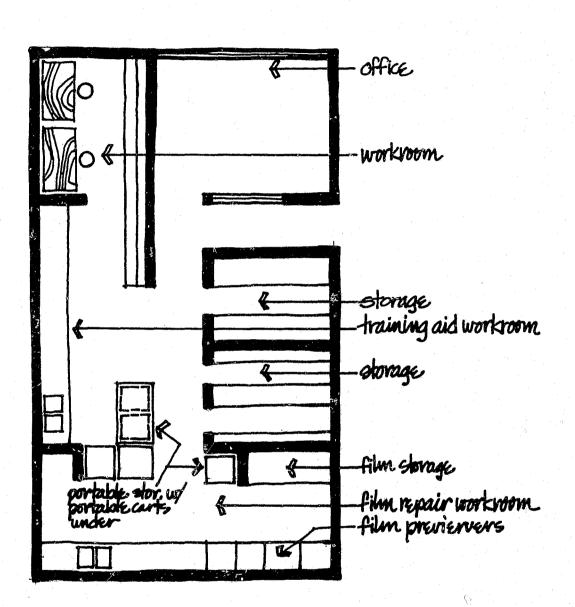
This component of a Criminal Justice Training Academy includes the facilities required to support a broad range of instructional programs. It should be located near the faculty office area.

Cross-references: D5.6f, G4.1t

acility components

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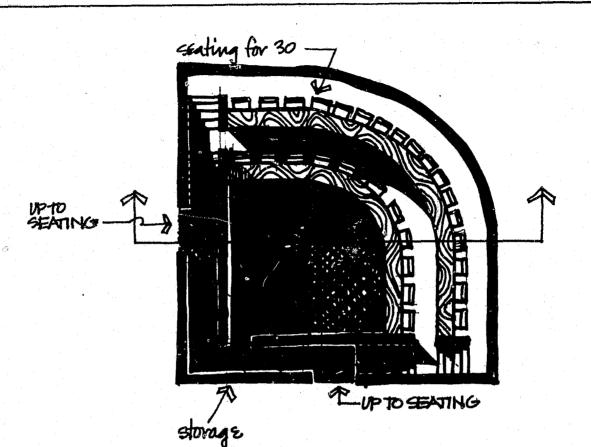


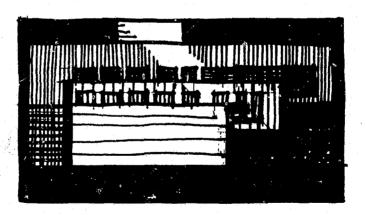


instructional center: resource

This component should contain space for the storage of carts used to transport training aids and other instructional materials to the classroom area. It contains the work space needed to construct training aids required by the teaching staff of the Criminal Justice Training Academy.

Cross-references: C5s, D3.8f





special classroom:

This is an extremely versatile classroom facility, designed to permit a group of students to observe activity taking place in a sunken instructional area. Its primary use is for classes in crime scene procedures. It can be readily transformed into a mock court room for instruction in trial procedures.

Cross-references: D5.6f, G5.1t, G5.2t, G5.3t

F

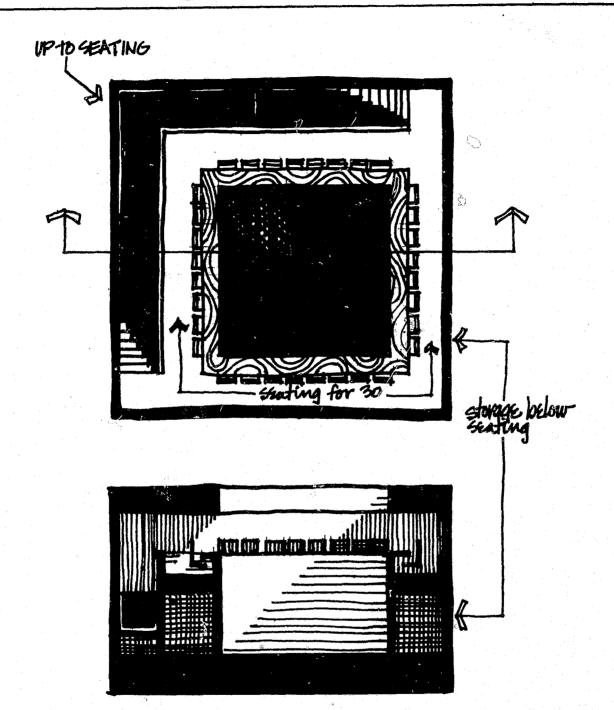
6.1

acility components

6.2 t

components

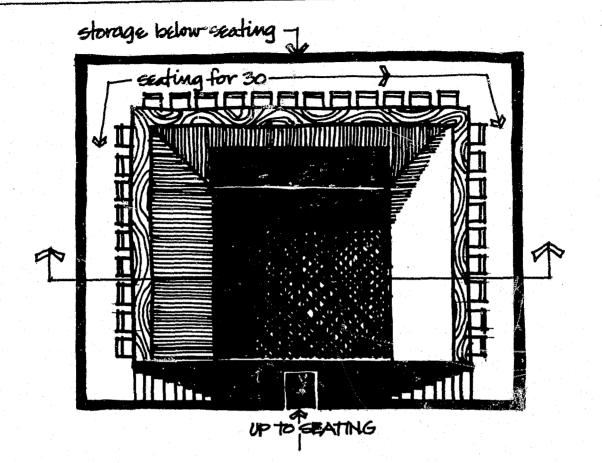


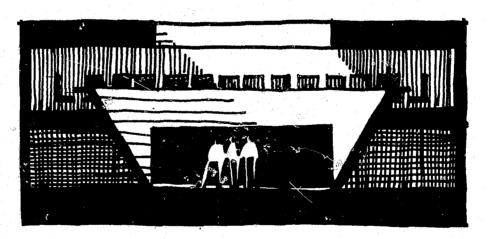


special classroom:

A Criminal Justice Training Academy should include an instructional area specifically designed for classes in which crime scene procedures are demonstrated for students. This type of classroom is also excellent for simulated court sessions.

Cross-references: D5.6f, G5.1t, G5.2t, G5.3t





special classroom:

A sunken instructional area enables all of the students in a class to observe the details of practical demonstrations. This type of special classroom is particularly well-suited for classes in first aid techniques. Training aids can be stored in the space under the seating platform.

Cross-references: D5.6f, G5.1f, G5.2f, G5.3f

3.

6.3

library/reading room

facility function

A library/reading room should be a convenient area for law enforcement reading to supplement other in-service training experiences. Such a room is an essential component of a professional staff center in a Community or Independent Police Station. Its primary purpose is to facilitate the professional development of police officers.

area. In addition to books and periodicals, cassettes and other audiovisual learning materials are used in study carrels. Lounge chairs and a reading table with straight back chairs are examples of other seating equipment. Shelving for approximately one thousand books should be provided. There should be a cabinet for storing back issues of periodicals and cassettes. A rack for displaying new periodicals and a display panel showing the dust-covers of recent books on law enforcement should be provided. Some provision should be made for organizing all of the learning material. A small cabinet may be ideal for this purpose.

proximity requirements

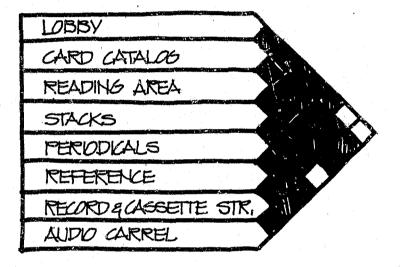
It is extremely important that the library/reading room be as close as possible to the briefing area, and it should adjoin that area, if possible, because convenience to the briefing area will encourage use. Connecting the two rooms with a window or a glass panel will make the area more inviting. The training officers' work area should also be placed near the library/reading room.

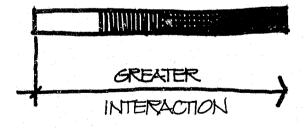
special equipment

There are several types of learning materials in a modern library/reading

design considerations

A library/reading room should present an environment where police can comfortably and efficiently study the law enforcement process. Uniform, glare-free lighting is essential. Proper wall construction will eliminate noise transmission. Carpeting is essential as a noise reduction and prevention agent. If smoking is permitted, special care should be taken to see that the ventilation system maintains optimal air quality. Colors used in the library/reading room should be soft and cool. Color accents used in furniture, shelving trim, and book jackets can provide visual contrast and maintain alertness. All in all, this should be a bright and inviting area.





library/reading room:

training

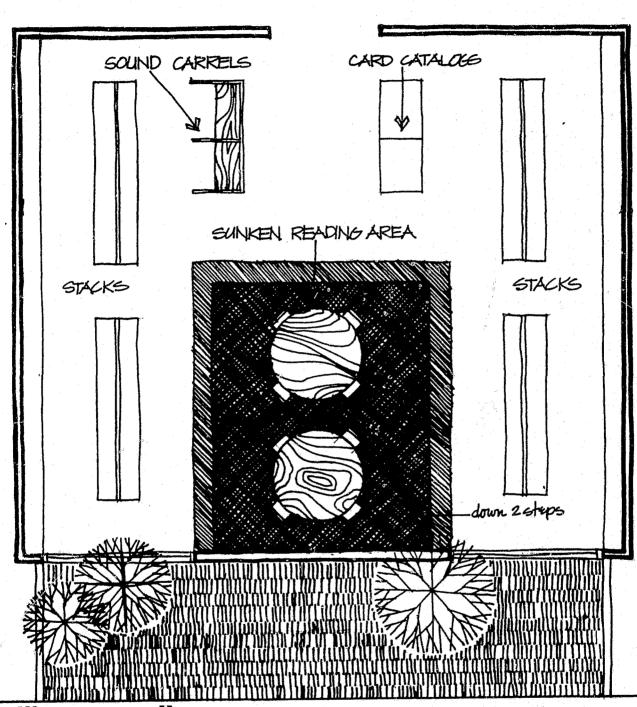
This is a major component of the professional staff center of a Community Police Station. It is designed to provide police officers with ready access to reading materials in the field of criminal justice. It should be adjacent to the briefing area.

Cross-references: C7s, D1.7f, E5.1t, G1.1t

acility components

7.3 t

cility components



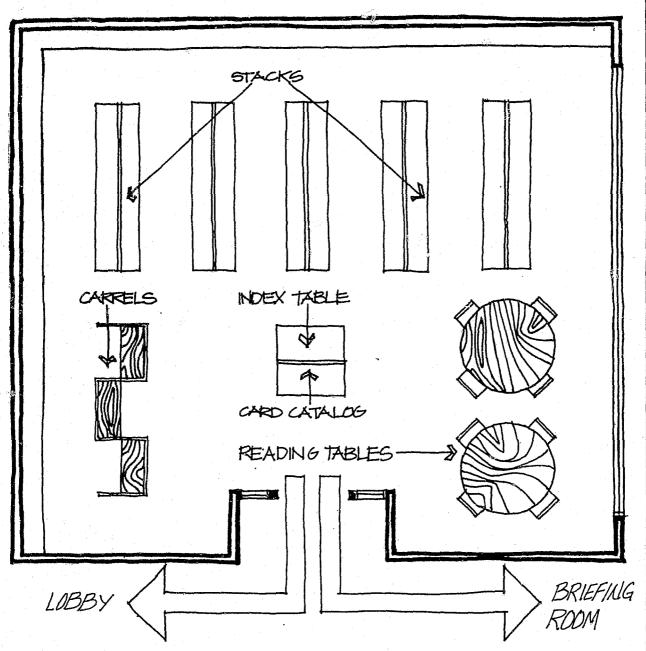
library/reading room:

This should be an attractively furnished area designed to provide an optimal setting for professional reading. It includes audio-visual carrels for listening to cassettes and using other individual instruction materials.

Cross-references: C7s, D1.7f, E5.lt, G1.lt



7.4

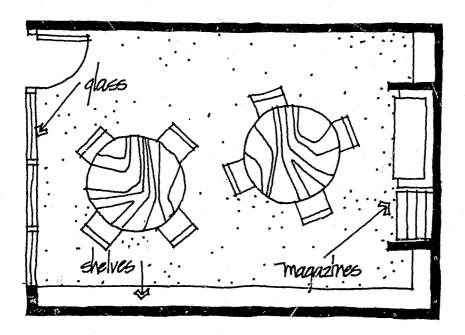


library/reading room:

If the station reading room is to be made available to the public, it should be located near the lobby/reception area. Development of this type of facility provides an excellent opportunity for the police department to extend its hospitality to the community.

Cross-references: C7s, D1.7f, E5.1t, G1.1t

components



library/reading room:

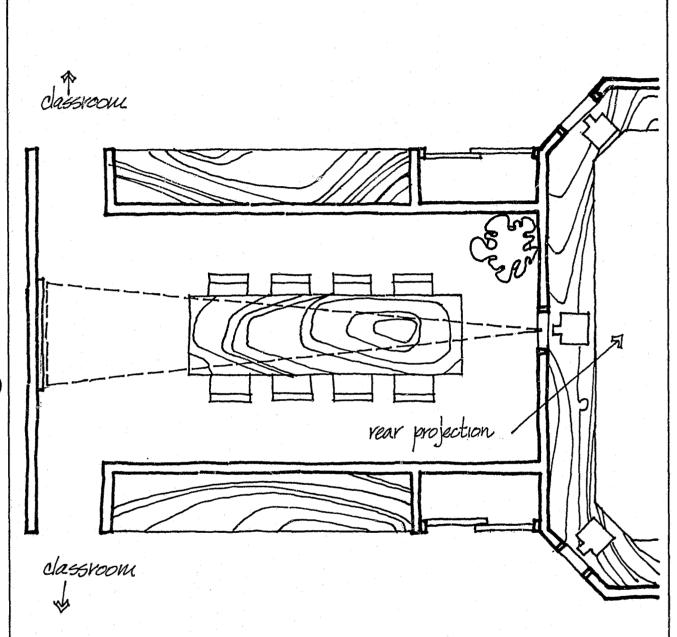
A professional staff center should include a library/reading room. This component is normally located adjacent to the briefing room. In the design above the reading room is separated from the assembly area by a glass panel.

Cross-references: Cls, Dl.7f, E5.lt, Gl.1t

acility components

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acility components



seminar room:

A Criminal Justice Training Academy should have several different types of instructional areas. In this design a single projectionist can provide audio/visual services for the seminar room and the two adjacent classrooms.

Cross-references: D5.7f, F2.4t

cility components

exercise room

uses of the facility

The exercise room is an essential part of the professional staff center in a Community or Independent Police Station. Training programs in self-defense and in restraining techniques are taught here. The main purpose of the exercise room, however, is to develop and maintain the physical fitness of police officers. It is also used for weight control programs.

optimal proximity

To encourage use of the exercise room, it is strongly recommended that it be located adjacent to the briefing room. A basement area is the <u>least</u> suitable location. Placing the exercise room near the locker and shower rooms will add to the officers' convenience. This will also place noisy rooms near each other, confining such areas to one isolated section of the building.

special equipment

The equipment in an exercise room

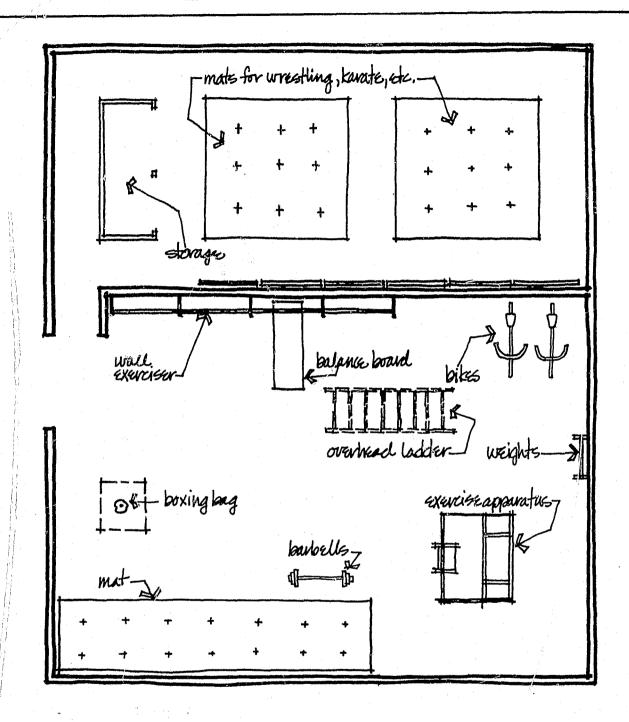
should provide a full range of physical fitness exercises in a limited space. A mat for training in self-defense and restraining techniques should cover approximately 50% of the floor, with protective padding for the walls around the mat. The area should contain a scale for weight control programs. Items of exercise equipment designed to build stamina and endurance should also be included.

design considerations

An exercise room can be a noisy and stuffy area. Good ventilation and humidity control is crucial to maintaining acceptable air quality. A high rate of air exchange is therefore desirable. Any area where people exercise will tend to be relatively noisy. It is important to prevent sound from being transmitted to any other part of the building. Aside from standard methods of reducing noise transmission, such as insulation in the walls, acoustical baffling in the ventilation ductwork is highly recommended. In the interest of safety and hygiene, this room should be bright and well lighted. A closet with a sink should be included for cleaning materials. An exercise area should be pleasant and airy. Bright, cool colors should be used for walls, floors, and ceilings. Mats and other equipment of accenting colors can be used. Dark colors should be avoided because they make the room seem smaller. (See section D18c.)



9.2



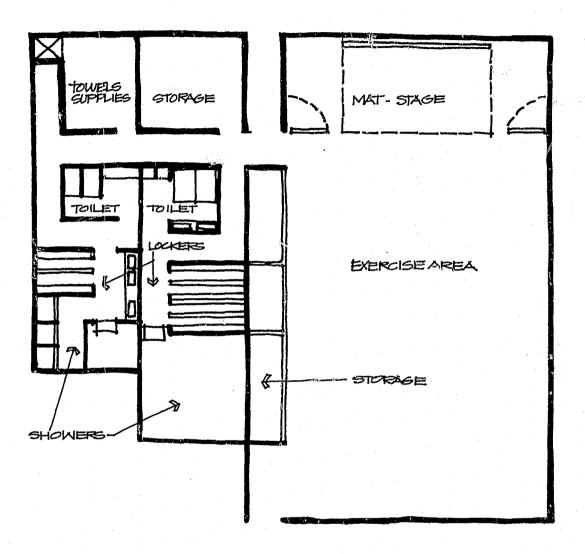
exercise room:

The professional staff center in a Community Police Station should include a well-equipped physical training facility. This component is used in physical fitness and weight control programs.

Cross-references: D10.4c, D15.4c, D1.12f, E3.1t, F8.1o. F8.2o, F8.3o G3.1t

component

10.1



physical training area:

This is a major component of a Criminal Justice Training Academy. It should include the space and equipment required for a full range of physical training activities.

Cross-references: D5.7f, D5.11f

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ITO CLASSROOM



LIBRARY READING ROOM training officers' work area:

OFFICE

alundar

This component provides work space for preparing the instructional materials used in an in-service training program. A location near the library/reading room facilitates the supervision of that area by the training officer.

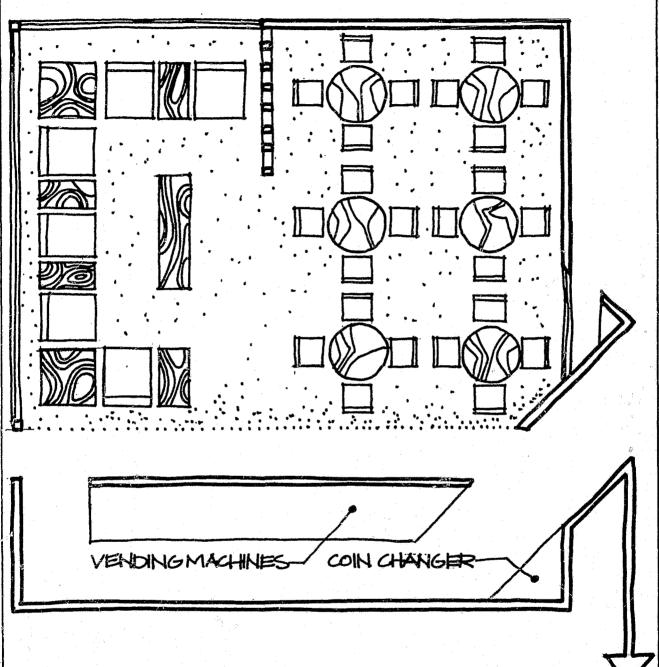
WORK ROOM

Cross-references: C7s, Dl.12f, E1.1t, E6.1t, G4.1t



12.1





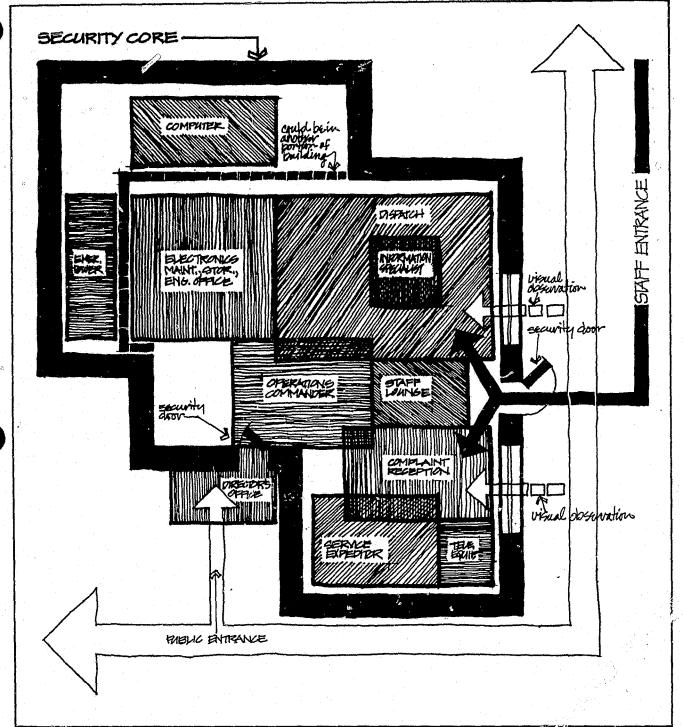
lounge (vending):

This component of a Criminal Justice Training Academy should be located near the classroom areas. It should be acoustically controlled to prevent interference with classes in session.

Cross-references: D5.10f, D5.11f, F2.2t, G7.1t

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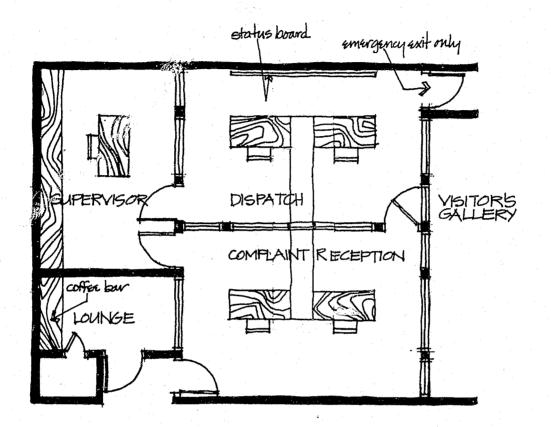
communications center:

This facility component should normally be located in the security core of an Administrative and Technical Services Center. The dispatching and complaint reception areas should include glass panels to permit visitors to view these operations.

Cross-references: Cla, C2a, C3a, D2.8f, D2.9f, El.lc, E2.lc, E3.lc, G4.lc, G5.lc

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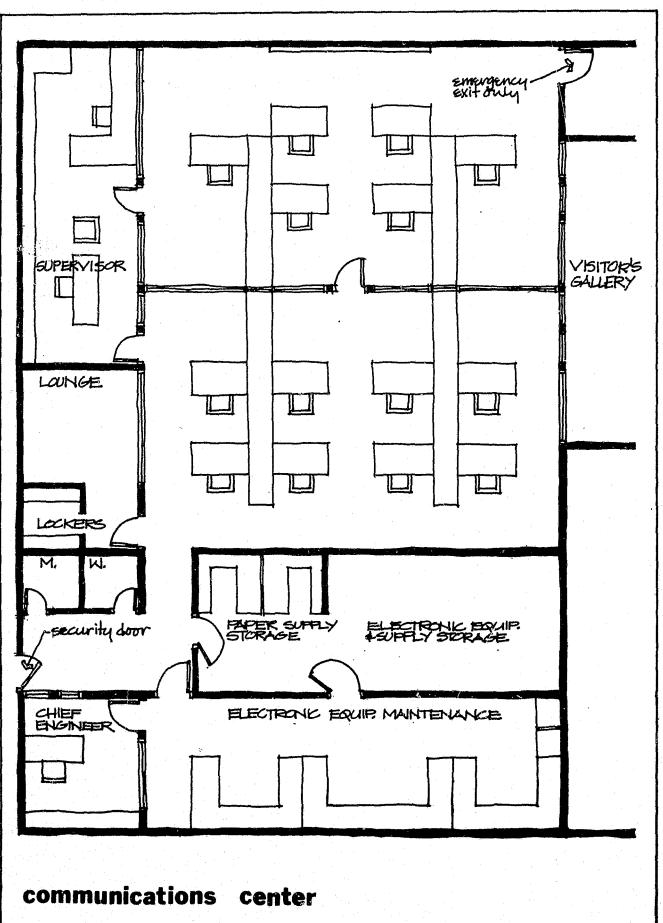
acility components



communications center:

The telephone consoles in the complaint reception area should be separated from the radio dispatching consoles by a glass panel providing adequate acoustical control. The placement of the supervisor's office should permit visual access to both the complaint reception and dispatching areas.

Cross-references: Cla, C2a, C3a, D2.lf, D2.9f, E1.lc, E2.lc, E3.lc, G4.lc, G5.lc

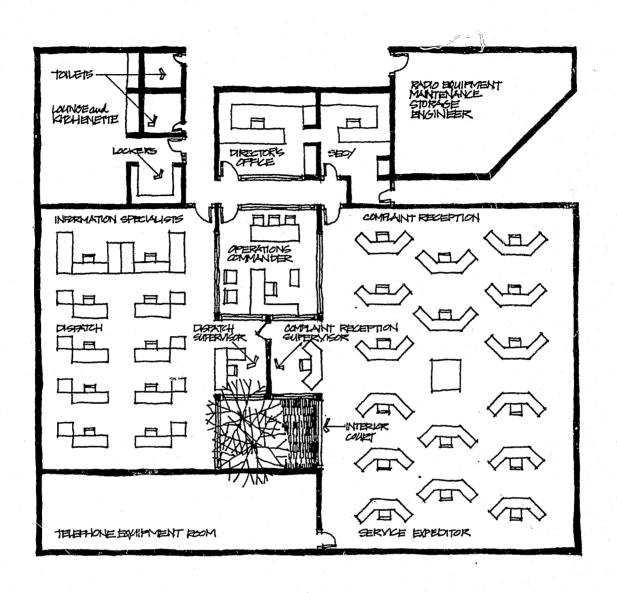


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1.3 c

cility components





communications center:

This component of an Administrative and Technical Services Center (ATSC) should be located within the security core of the building. The design above is for a computer assisted system. Complaint reception consoles are linked to radio dispatch consoles by means of computer terminals.

Cross-references: Cla, C2a, C3a, E1.lc, E2.lc, E3.lc, G1.lc, G2.lc, G5.lc, G6.lc

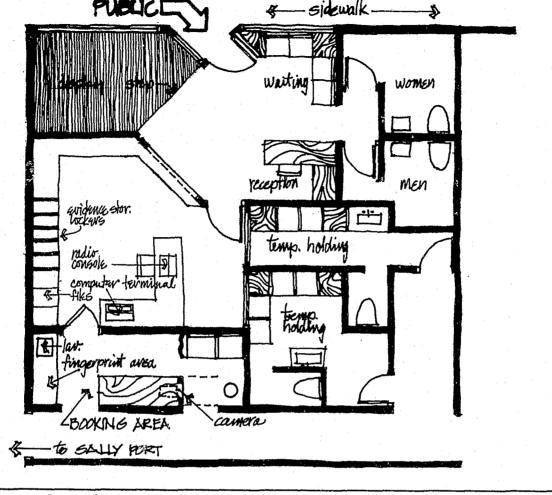
y components

facility



1.5 c

component acility



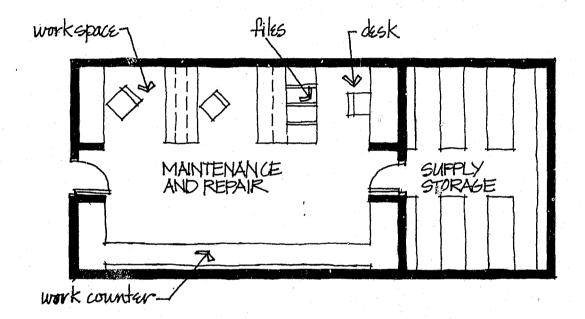
communications center:

The design of the central operations area in a small independent police station (see section D 3f) should make it possible for one or two staff members to effectively perform a variety of essential functions. In the above plan the lobby is separated from the communications/record room. The passwindow between these two rooms is equipped with a rolled-slat counter door. When the pass-window door is opened, the dispatcher can observe people entering the main entrance from his console.

During normal business hours a secretary/receptionist would be seated at the desk near the main entrance. Her responsibilities would include answering the phone and meeting the public. The lobby contains display space for public information exhibits and a small waiting area for visitors.

During the night and on weekends the service counter connecting the communications center and lobby could be opened, thereby permitting the dispatcher to also act as receptionist.

Glass panels separating the communications area from the two temporary holding rooms allow the dispatcher to easily observe persons who are detained there.



electronic maintenance shop:

This area contains the equipment necessary to repair the communications equipment and other electronic instruments used in police operations. It should contain sufficient built-in shelving to allow the orderly storage of all equipment and spare parts used in this area.

Cross-references: D2.8f, D2.9f, Fl.lc, G5.lc

cility components

components

acility

weapons

firing range

space requirements

Fifty feet is generally considered to be the maximum effective length for a firing range. Ranges ten to twenty feet shorter than this are adequate for most law enforcement training purposes.

In a basic range there are five firing points. When their number is increased to ten or more, the range should be divided into five-point bays, so that more than one type of training target can be used at a time. Firing points should be at least 42 inches wide. A width of approximately 48 inches is optimal. The height of the ceiling in an indoor firing range should be approximately eleven feet. Ceilings less than ten feet high are not recommended.

A basement is not necessarily the least expensive place to put a firing range, and thus other locations should be considered. It should be remembered that the cost of ventilation is substantially reduced when the firing range is placed on an upper floor, rather than in the basement.

equipment

The most important function of a range is to safely dispose of the bullets fired. Bullets characteris-

tically splatter upon impact with an object. (There is a somewhat outdated concept that they behave like billiard balls, with the angle of reflection equal to the angle of incidence.) Three types of bullet traps are widely used: plate and pit, venetian blind, and escalator. The escalator type, because it deflects the bullet upward and lacks the leading edges the venetian blind-type trap has, can most efficiently, inexpensively, and safely deal with this backsplatter effect. For this reason it is used in most modern ranges. In addition, any objects downrange that might deflect a bullet should be covered with steel plates to redirect the bullet toward the target.

Shooting separators organize the firing line. Stanchion-type separators are thin-walled partitions used for ranges where the shots are carefully aimed. Pylon-style separators (see section E 2w) have a number of provisions for action training conditions. Control systems or signal lights can be housed in a pylon stall, for example. Barricades can also be hinged to the front of the separator. Also, when a weapon that is not pointed downrange accidently discharges, a pylon-style separator is generally able to afford better protection than a stanchion-type separator. Shelves should be built into all of the stalls.

The chief safety device on a firing range is the communications system. The rangemaster can give voice instructions most efficiently through headsets built into ear protectors. A public address system for people not in the shooting stalls is also highly desirable. A signal light system is best for those messages that must last longer than a few seconds.

weapons

equipment (cont.)

such as the command to cease fire. Even if one did not understand a garbled voice communication, he would be continually aware of the message flashed by a signal light system. A safety system that activates a red light whenever anyone crosses the firing line can be built into a signal light system.

A law enforcement firing range requires equipment that will help train officers for real-life action situations. A "Hogan's Alley" target arrangement is a device for training in decision-making. The target pops out and the shooter must instantly differentiate between friend and foe. Barricades should be used to simulate shooting around objects. The public address system can be used to produce realistic noises (sirens, screams, etc.) to lend further verisimilitude to the situation for the trainee.

The criteria for selecting target retrieval systems should be efficiency, safety, and convenience. Three standard methods of target retrieval are the trolley wire, monorail, and floortrack types. Timed firing and target oscillation mechanisms are part of most retrieval systems. But a simpler means of controlling timed fire can be to use various patterns of lights to signify different shooting instructions.

design considerations

The unique problems firing ranges

present must be dealt with in their design. Each shot fired produces by-products of combustion, bullet lubricant, lead dust (from the bullets hitting the bullet trap), and unburned powder. All of these byproducts pose a considerable extra ventilation problem. The lead dust produced after bullets strike the bullet trap can be a most serious detriment to health. The smoke from combustion impairs vision on the range and is a hazard to safety. It is important, therefore, to place the exhaust behind the target, with the air flow directed away from the shooters. 200 cubic feet of air per minute should be exhausted uniformly along the lower front edge of the trap for each shooting point on the range. Though it is expensive, many find it beneficial to exhaust 40 to 60 percent of the total volume of air directly ahead of shooters in more active ranges. Accumulated soot and unburned powder can build up in ventilation equipment and become a serious fire hazard. The ventilation system must therefore be equipped with an accessible and easily cleaned filter.

Target lighting is another factor to be considered in planning a range. Dimmers are used on target lights in training procedures to simulate actual shooting conditions. An incandescent reflector lamp with a swivel fixture that is resistant to bullet backsplatter is recommended. There should also be sufficient light at each target distance point (at the 21 ft., 50 ft., and 75 ft. lines). The level of light provided in shooting areas should be variable, so that it can be diminished during shooting exercises.

Noise can be reduced both by dampen-

1.2 W

components

design considerations (cont.)

ing the noise level within the range and by eliminating noise transmission from non-range areas. Noise in the range can be reduced by using acoustical materials, but any area downrange from the firing line that is covered with acoustical material should have an air space between hard and soft surfaces, (see F 1.5w) since otherwise bullets tear up the insulating material. The floor should be smooth and nonabsorptive from the firing line to the trap. A floor drain for washing the range should be provided, since unburned powder accumulation is a fire hazard. Because burnt primer and soot tend to build up, walls and floors should be made easy to wash. Noise in the bullet trap can be reduced by applying acoustical material to its back side. Carpeting from the firing line to the spectator wall can help. Noise transmitted from nearby areas can be at least partially eliminated

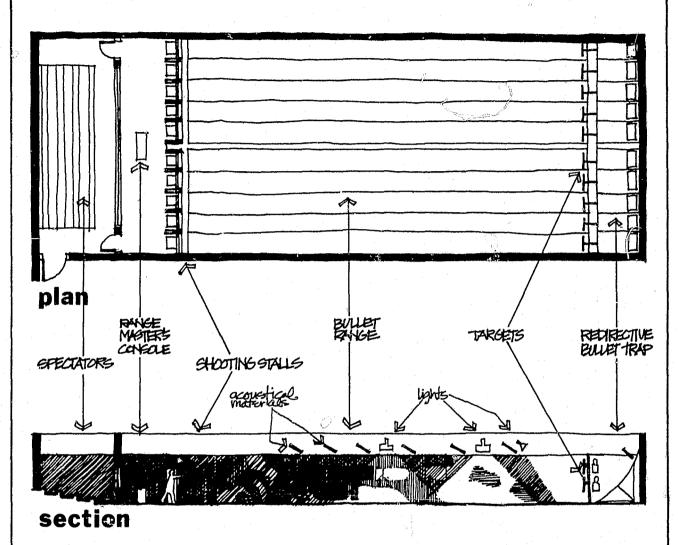
by structural isolation and insulation.
Leaks from doors, pipes, ventilation
systems, etc., should be as well
sealed as possible. In the spectator area, noise should be reduced
sufficiently to allow conversation.
Providing a separate exit and entrance
to the shooting area will help this by
relieving the traffic pattern through
any one door.

The rangemaster's platform must be far enough behind the firing line that he can see all of the shooting points. In order to improve the rangemaster's vision, it is a good idea to raise the platform from 12 to 18 inches off the ground. The design of an open-type rangemaster area assumes that he will use ear protectors. If it is desired that he not wear ear protectors, a glass enclosed control booth should be constructed to protect the rangemaster's hearing. The rangemaster's area should be equipped with a console housing the central audio, target control, and color-coded light systems.

cility components

weapons

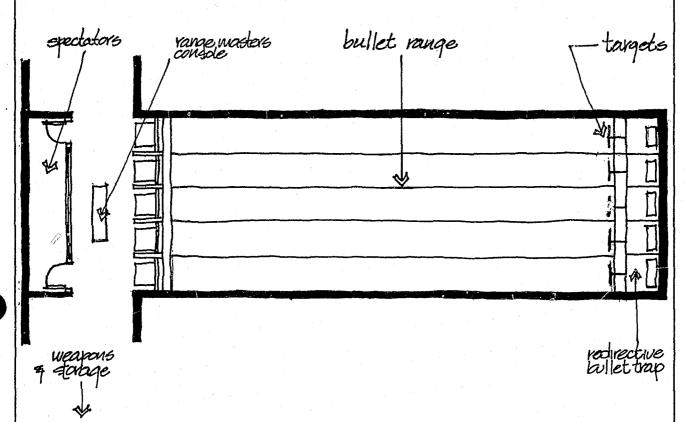
1.4



firing range:

A ten-point range should be divided into two five-point sections. All firing positions must be visible from the range master's console. The spectators' gallery should be designed for use as an instructional area.

Cross-references: D5.7f, D5.10f, D5.11f, D15.4c, D10.4c, E1.1w, E2.1w, E3.1w, G1.1w



firing range:

A five-point range is an optimal size for supervision by one range officer. The design shown above includes an area for spectators separated from the firing line by a glass panel. The range master must be able to see all firing positions from his console.

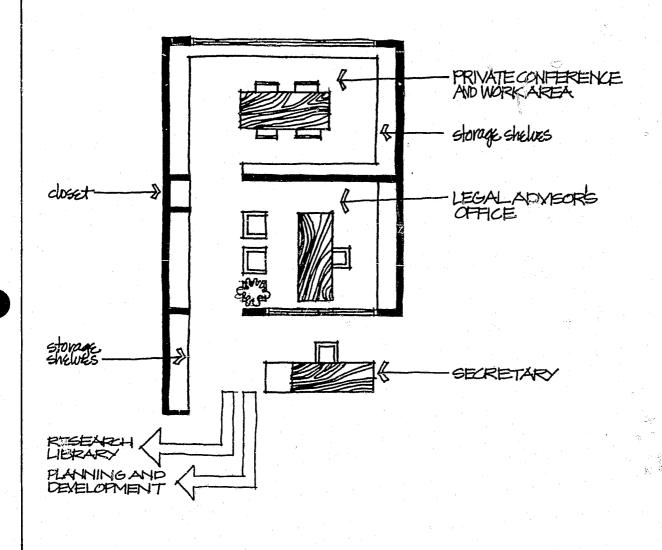
Cross-references: D5.7f, D5.10f, D5.11f, D14.5c, D10.4c, D15.4c, E1.1w, E2.1w, E3.1w

acility components

staff services



I.I S S



legal advisor's office:

This is a major component of an Administrative and Technical Services Center. The police legal advisor's office should be located near both the planning unit and the curriculum development office.

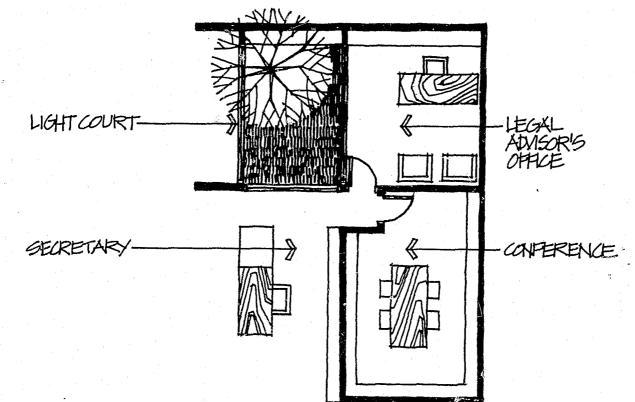
Cross-references: C2s, D2.8f, D2.9f, D3.7f, D3.8f

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staff services

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1.2



legal advisor's office:

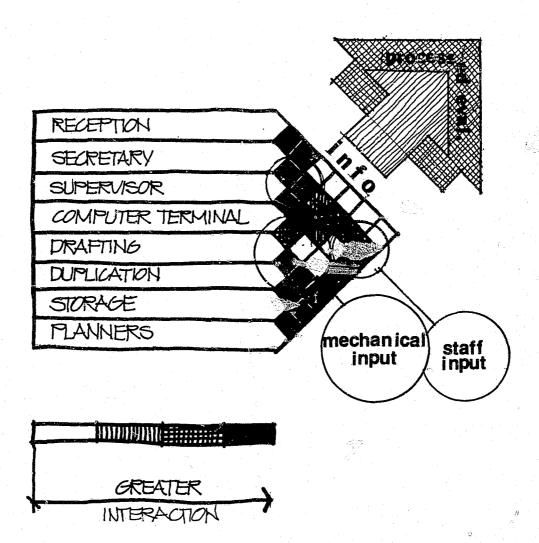
A conference area adjacent to the legal advisor's office can be used as a project work space. This area should include sufficient shelving for a small legal reference library.

Cross-references: C2s, D2.8f, D2.9f, D3.7f, D3.8f

acility component:

F

2.1 s s



planning and research area:

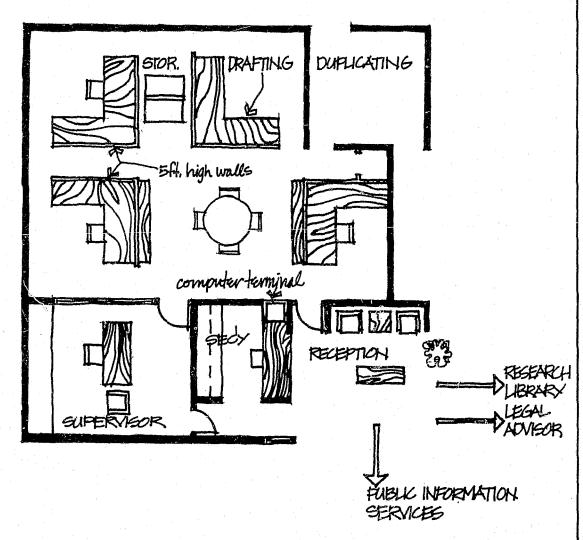
This area contains the necessary work areas and equipment for the development of new programs and the evaluation of existing police services. It should
be placed near the research library and the office of the legal advisor.

Cross-references: Cls, D2.8f, D2.9f

components facility

F

2.2 S S



planning and research area:

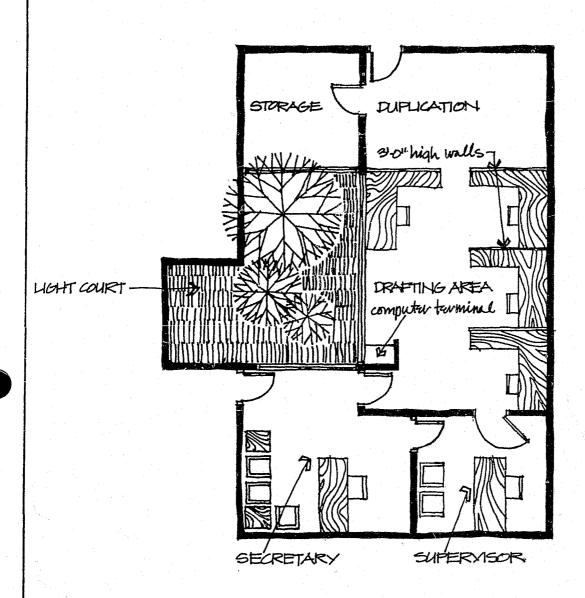
Open planning techniques, based on the utilization of coordinated furniture systems, are ideally suited for use in this type of work area. Duplicating equipment should normally be placed in an ancillary space with a high degree of acoustical control.

Cross-references: Cls, D2.8f, D2.9f, G2.lss, G2.2ss

acility components

5

2.3



planning and research area:

This area should provide an optimal setting for reading and concentration. There should be enough space to accommodate additional staff members as the organization expands. Furnishings should be used that allow a high degree of flexibility in the way the space is used.

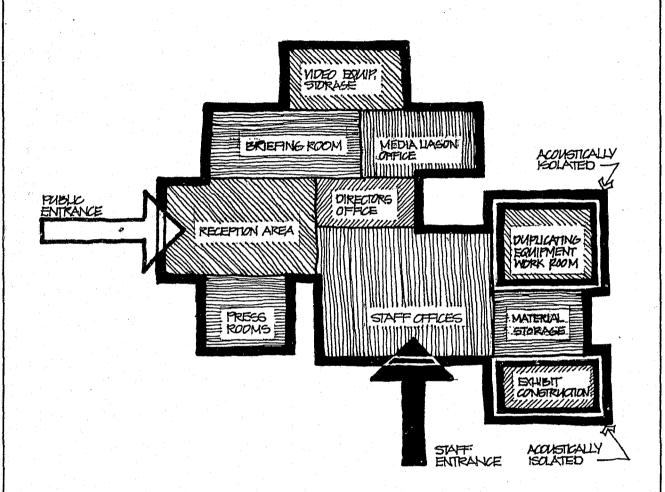
Cross-references: Cls, D2.8f, D2.9f, G2.1ss, G2.2ss

acility component

3.1

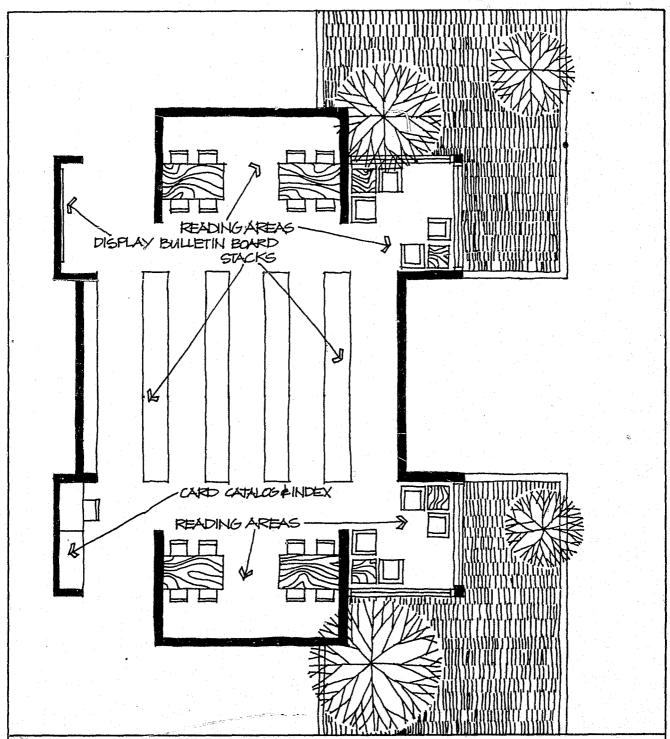
SS

components acility



public information office:

This component of an Administrative and Technical Services Center incorporates the facilities required to conduct a comprehensive public information and education program. (See section C 8s.) The briefing room is used for meetings with representatives of the news media and for videotaping public service announcements. The duplicating equipment room and the exhibit construction shop should be acoustically insulated from the adjacent offices.



research library:

This is one of the principal components of an Administrative and Technical Services Center. It should be centrally located for easy access from the work areas of all staff service programs. It should provide a suitable setting for a full range of research activities.

Cross-references: D2.8f, D2.9f, G3.lss

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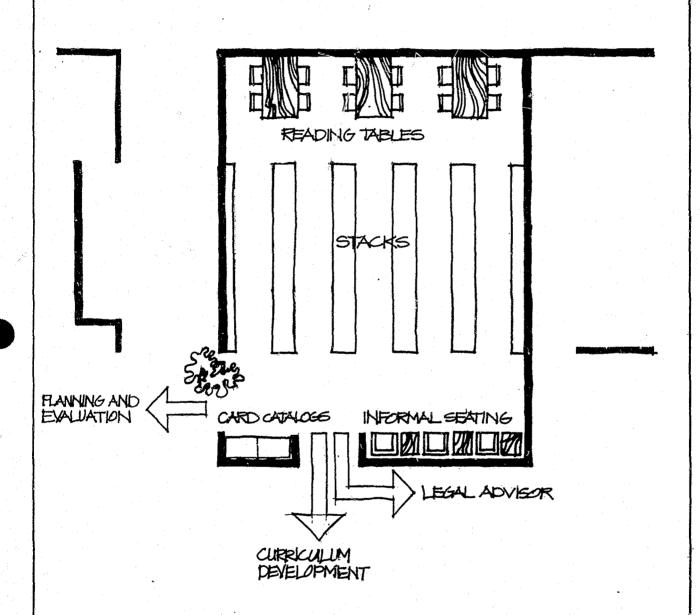
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components acility

4.2

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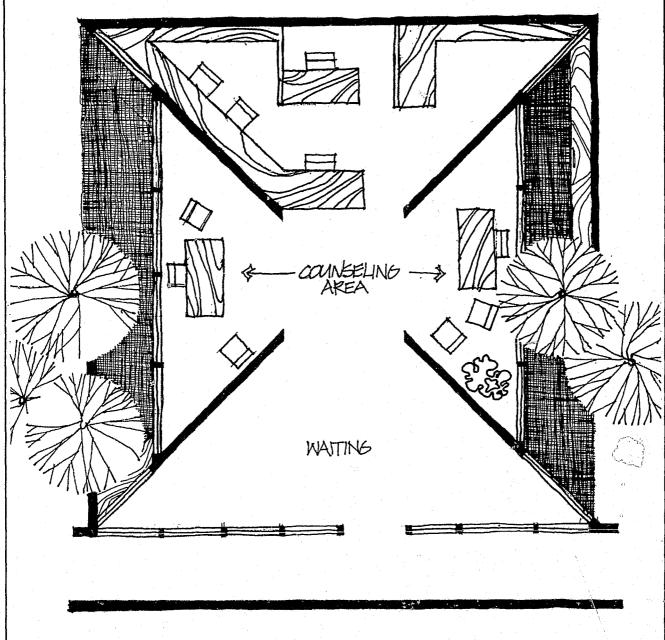
research library:

The library in an Administrative and Technical Services Center should contain sufficient space for an expanding collection of criminal justice reference materials. It should include an adjacent work room for receiving and cataloging books, periodicals, maps, and other library materials.

Cross-references: D2.8f, D2.9f, G3.1ss

F

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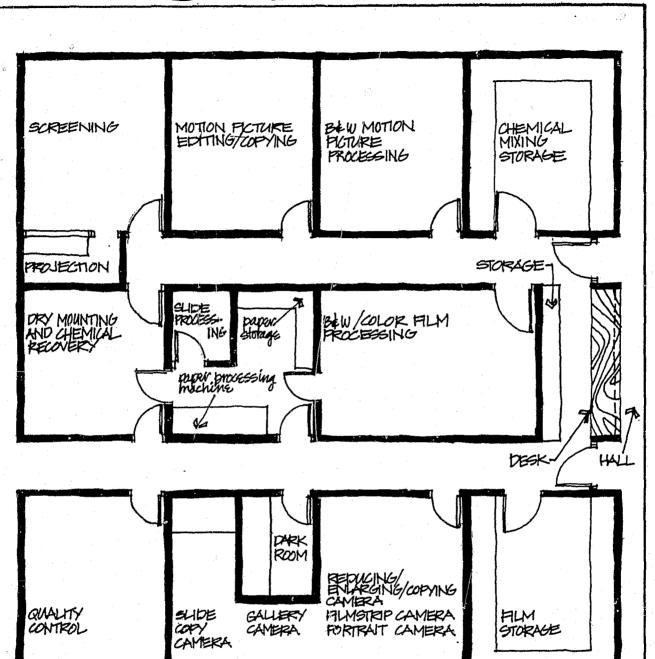


career development office:

Personnel or career development counseling is the principal activity taking place in this area of an Administrative and Technical Services Center (ATSC). Sounds from the counseling areas should not be audible in other parts of the office.

Cross-references: C5s, D2.8f, D2.9f

photographic



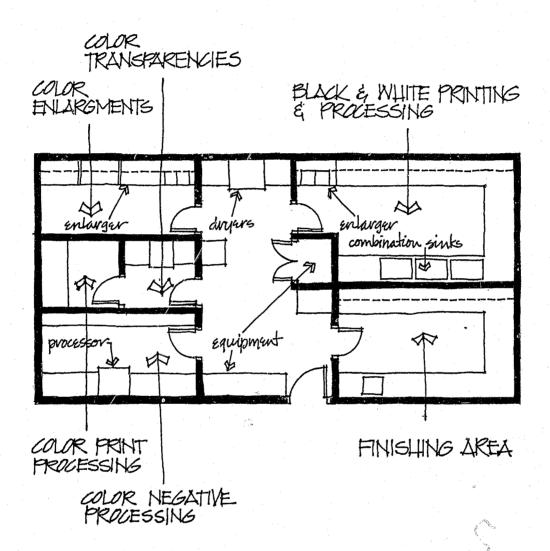
photographic services laboratory:

A full-service photographic laboratory is an essential component of an Administrative and Technical Services Center. It should be close to the forensic laboratory and to the public information offices. This area should be carefully planned to accommodate an expanding demand for services.

Cross-references: C8a, D2.8f, D2.9f, D13.2c, E1.lp, G4.lp

components cillity

2.1 p



darkroom:

An efficiently run photographic processing facility requires a number of closely integrated operational areas. This facility component must be properly ventilated to control temperature, moisture, and dust.

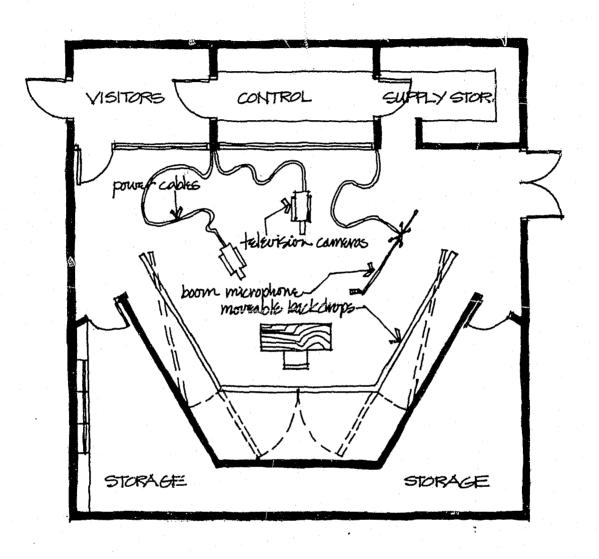
Cross-references: C8a, D2.8f, D2.9f, D3.7f, D3.8f, D13.2c, E1.lp, G4.lp

components facility

photographic



3.1 p



television production studio:

This component of an Administrative and Technical Services Center is used in connection with a wide range of staff service programs. A properly designed studio assures the most effective utilization of television equipment. The area should include a gallery to allow visitors to view the operation without entering the control booth or studio.

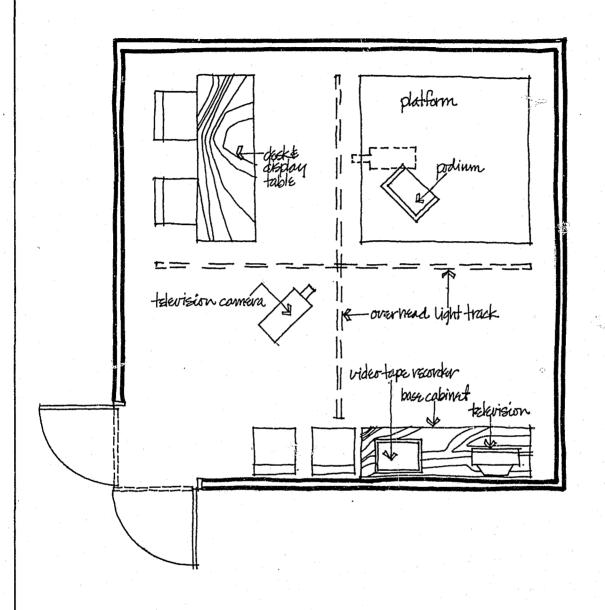
Cross-references: D2.8f, D2.9f, G3.lp

components acility

photographic



3.2 p



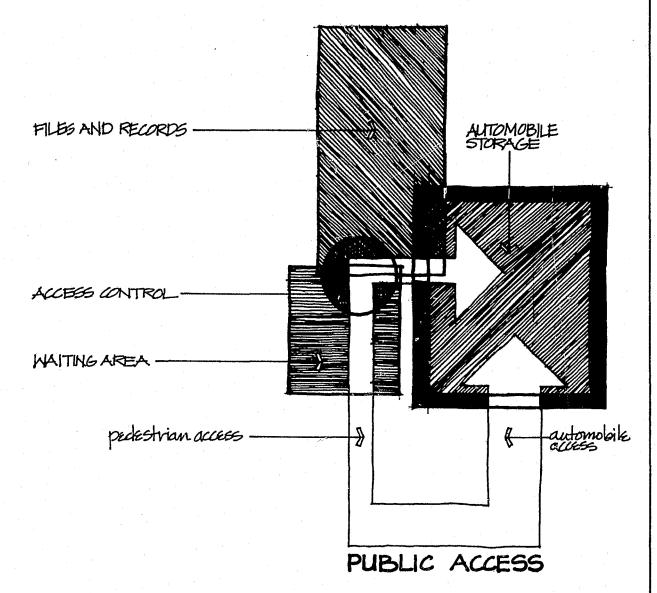
television production studio:

This design provides a functional arrangement for the preparation of videotapes for in-service training programs and other police operations. The studio should be located near the curriculum development unit and other offices requiring frequent access to television facilities.

Cross-references: D2.8f, D2.9f, E2.lp, F3.le, G2.lp, G3.lp

components





vehicle impounding facility:

This facility component is used primarily for holding vehicles associated with criminal investigations. It should be convenient to the fingerprint analysis unit and the crime laboratory. Sufficient security should be provided to prevent tampering with the impounded vehicles.

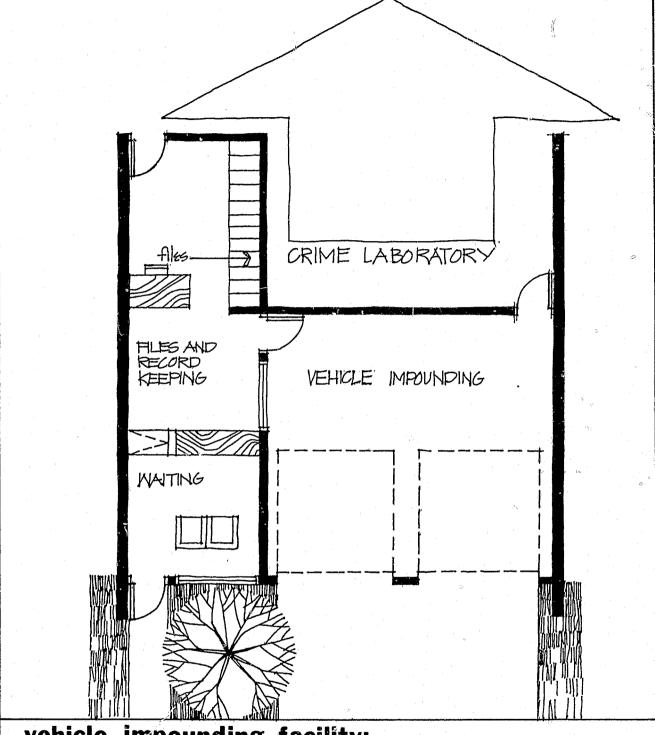
Cross-references: C9a, F3.le

components acility

storage

component

acility



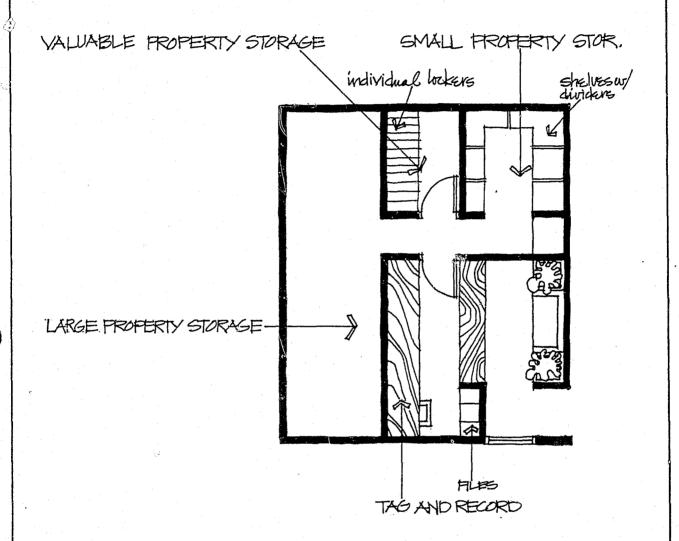
vehicle impounding facility:

This is an important auxiliary space in a crime laboratory complex. It should contain administrative space for the maintenance of impounded vehicle records. Proximity to both the fingerprint classification and analysis unit and the ballistics shop is essential.

Cross-references: C6a, C9a, F3.le

storage

2.1



recovered property storage:

This facility component should be entirely separate from the evidence storage vault described elsewhere in the Guidelines. It should contain adequate space for storing property not related to criminal investigations.

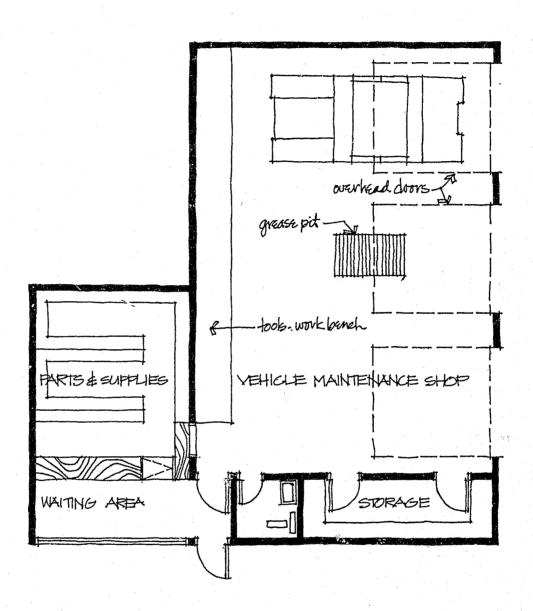
y components

facility

vehicles

F

1.1 v



vehicle maintenance shop:

This is a full-service facility for the repair and maintenance of automobiles and other vehicles used in police operations. It should contain sufficient built-in shelving for storing all of the tools and spare parts used by the mechanics in performing their duties.

Cross-references: Cl0s

acility components

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G

acility component

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	Dispatchers' Area Complaint Reception Area Visitors' Observation Gallery Communications Supervisor's Office Electronic Maintenance Shop	G 1c G 2c G 3c G 4c G 5c
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	Research Library Planning and Evaluation Area	G lss G 2ss
PHO	OTOGRAPHIC	
	Photo Set-Up, Booking Area Videotaping Room Television Studio Photo Processing Lab	G lp G 2p G 3p G 4p

introduction

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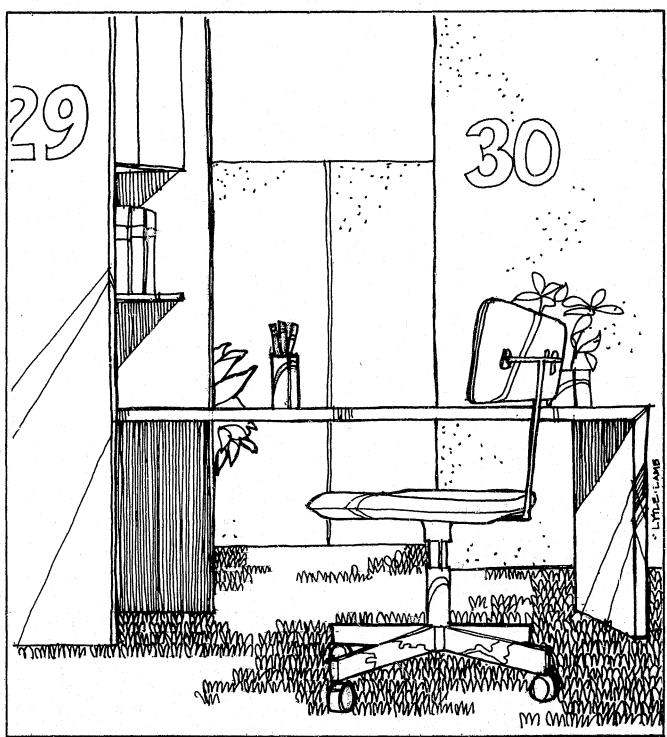
2.1

The material included in this part of the <u>Guidelines</u> is intended to further clarify design concepts presented in Section F. Architectural details of various parts of police facilities are illustrated in three-dimensional perspective drawings. Items of equipment and other program components described in Section E are illustrated in appropriate facility contexts.

Each of the illustrations in the section has been cross-referenced with related materials found in other parts of the <u>Guidelines</u>. The topical system used to organize materials in Section G is identical to that used in Sections E and F. This should further facilitate comparison of related materials in the three sections.

The illustrations in Section G should be used as a source of ideas for developing design criteria for the various operational areas in a police facility complex. The reader should focus on the concepts that underlie the drawings and not on the specific details contained in them. He should use these illustrations as a starting point for his facility planning efforts. The drawings can also be used as a basis for discussions between architects and police planners.

component data



typical work area:

For reasons of security and efficiency, administrative work areas should be isolated from those parts of the facility to which the public has access. Maximum use should be made of flexible furniture units. This will enable the department to respond rapidly to organizational changes and modifications of work flow. The use of work surfaces other than conventional desks should be considered.

Cross-references: F3.la, F3.2a, F1.llo, F2.9o, F11.lt

G

1.1 a

data component acility



conference room:

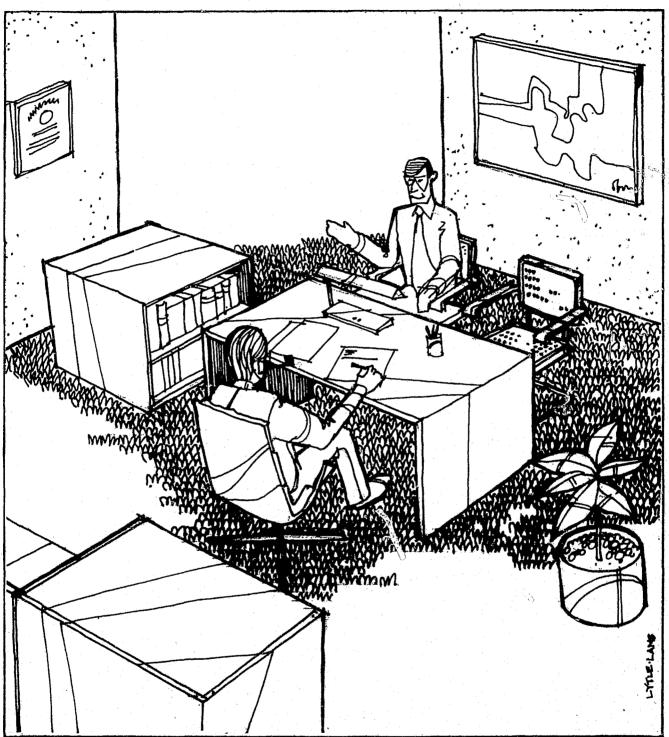
The potential uses of conference or seminar space should be carefully considered during the facility planning process. If community uses are antitipated this component should be located adjacent to the lobby/reception area. A conference room can often be used as an alternative counseling area for juvenile operations. If this use is anticipated it should be placed in close proximity to the juvenile operations area.

Cross-references: F2.la, F2.2a, F2.3a, F2.4a, F3.la, F5.3a, F1.7o, F1.9o,

F4.30, F4.60, F2.6t

G

component cilit/



training academy staff offices:

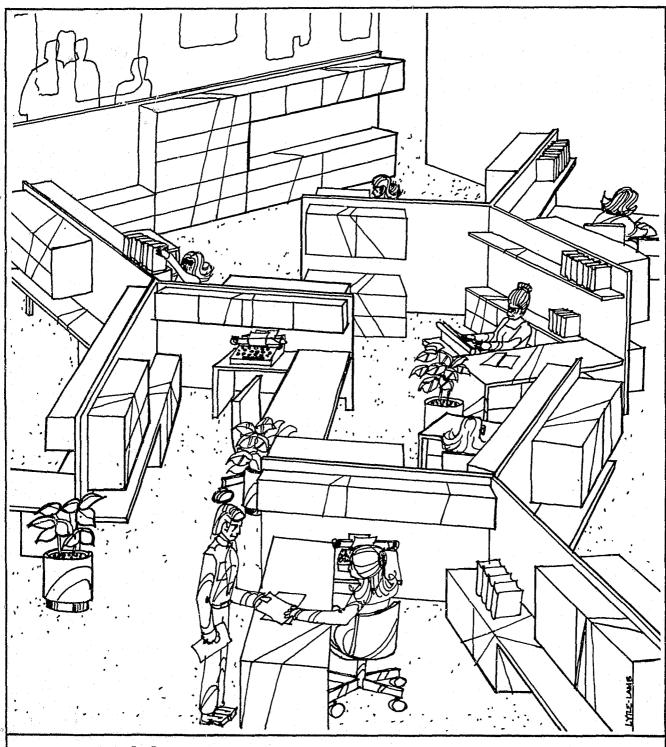
Faculty offices in a Criminal Justice Training Academy serve a variety of functions. They are used for concentration and course development. They are also used for conferences between staff members and students. They should be sufficiently large to comfortably seat three or four students.

Cross-references: D5f, F5a

G

3.1 a

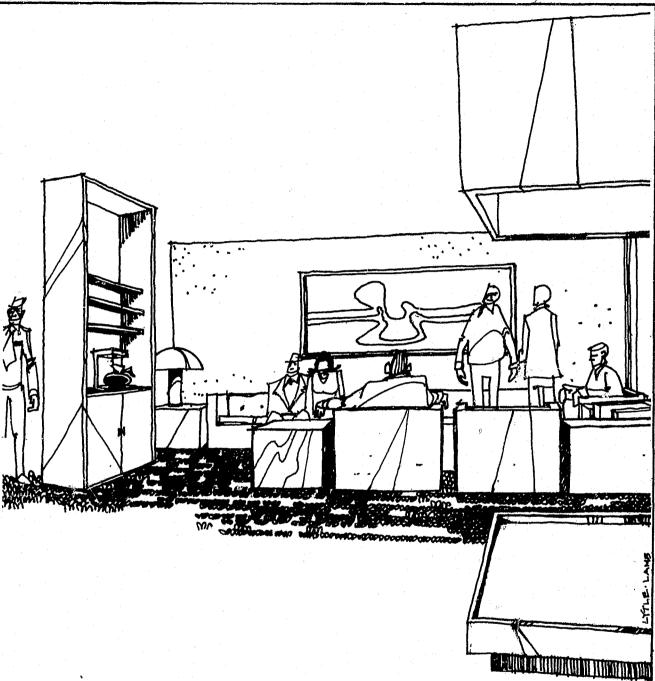
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secretarial area:

Open planning concpets provide maximum flexibility for work areas of this type. Furniture units should be arranged to facilitate a functional work flow within the secretarial area. This facility component should be isolated from public access points within the building.

Cross-references: Ela



lobby/reception area:

A lobby/reception area in a community police station is an important point of contact between a police department and the public it serves. This part of the facility should be inviting and readily accessible for public use. The lobby shown above includes a coffee bar for public use.

Cross-references: D1.6f, F4.10, F4.30, F4.40, F4.60, F4.100

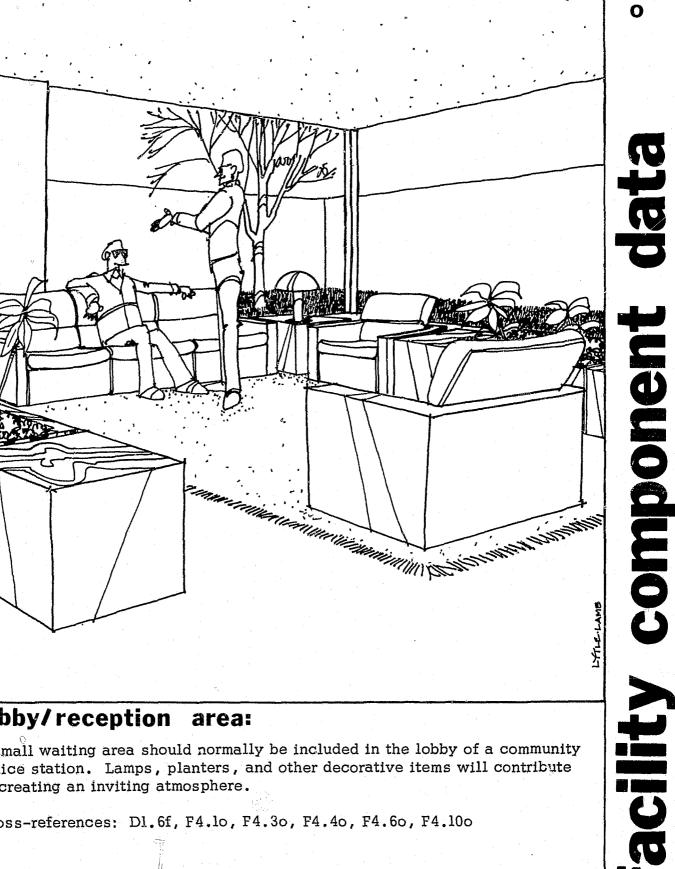
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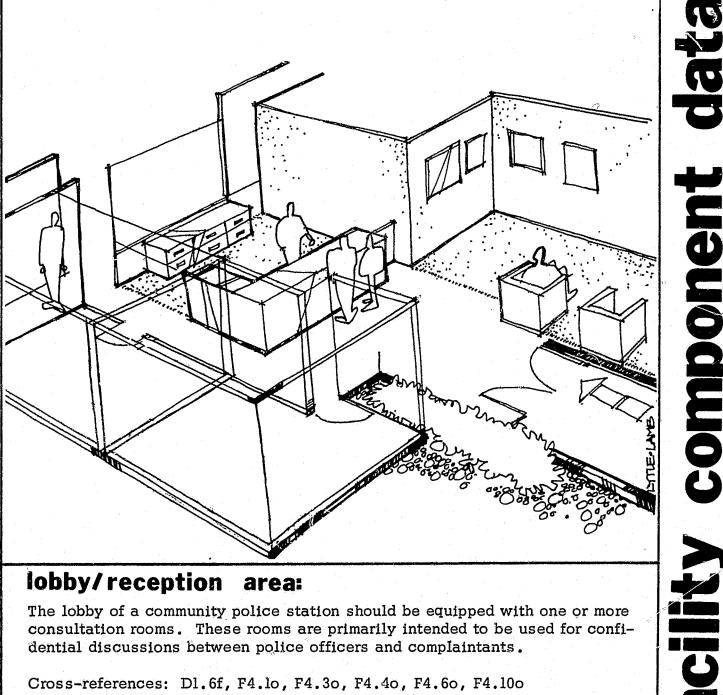
component



lobby/reception

A small waiting area should normally be included in the lobby of a community police station. Lamps, planters, and other decorative items will contribute to creating an inviting atmosphere.

Cross-references: Dl.6f, F4.lo, F4.3o, F4.4o, F4.6o, F4.10o



lobby/reception area:

The lobby of a community police station should be equipped with one or more consultation rooms. These rooms are primarily intended to be used for confidential discussions between police officers and complaintants.

Cross-references: Dl.6f, F4.10, F4.30, F4.40, F4.60, F4.100

lobby / reception area:

The main entrance and all areas of the lobby should be clearly visible from an adjacent operations center. The opening between the lobby and the operations center should normally be equipped with bullet resistant glass. When a receptionist is not on duty in the lobby the public entrance should be controlled by an officer in the operations center.

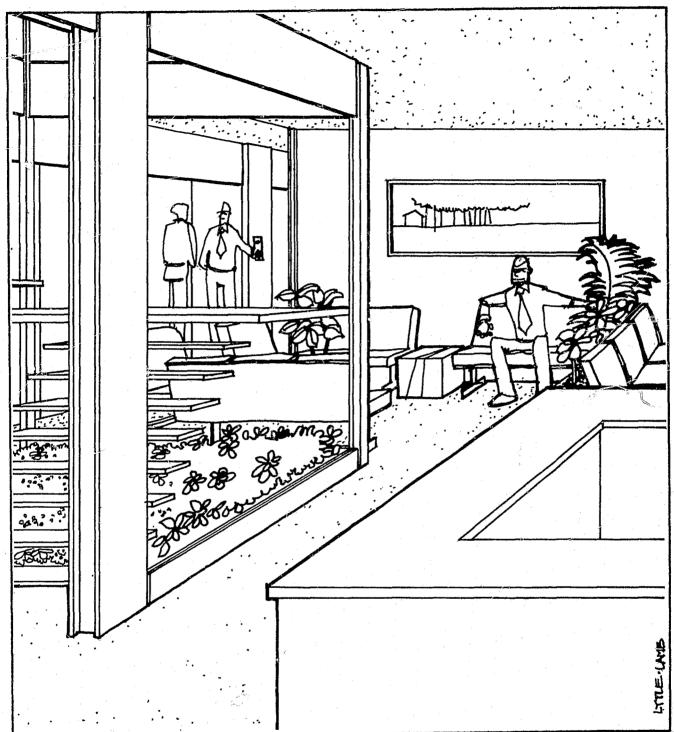
Cross-references: F1.5c, F4.4o, F4.5o, F4.12o, G6.1c



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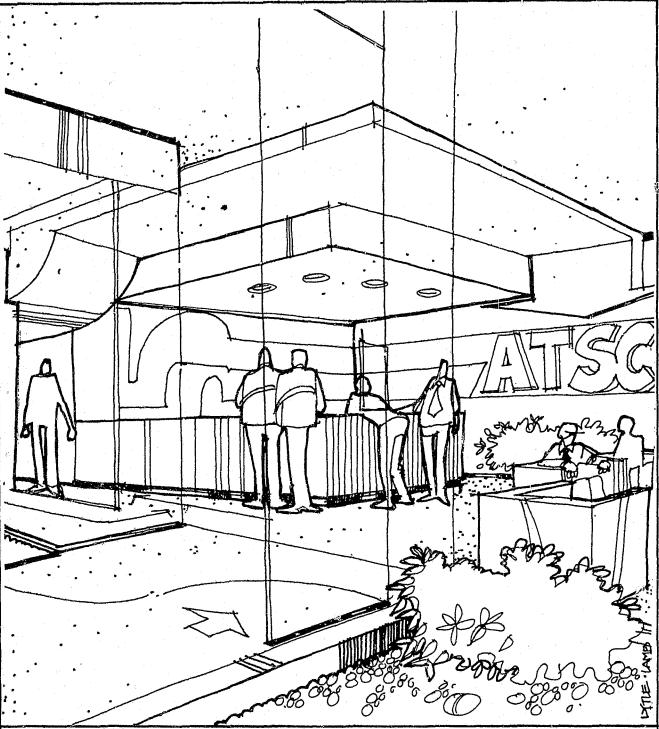
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lobby/reception area:

For security purposes the lobby/reception area of a community police station should not connect directly with any major operational component of the building. The receptionist should be able to observe all parts of the lobby from his desk.

Cross-references: F4.lo, F4.2o, F4.3o, F4.4o, F4.5o, F4.6o, F4.7o



lobby/reception area:

All persons entering an Administrative and Technical Service Center (ATSC) should be screened for security by the building receptionist. The receptionist should be in full control of all entrances to other parts of the building.

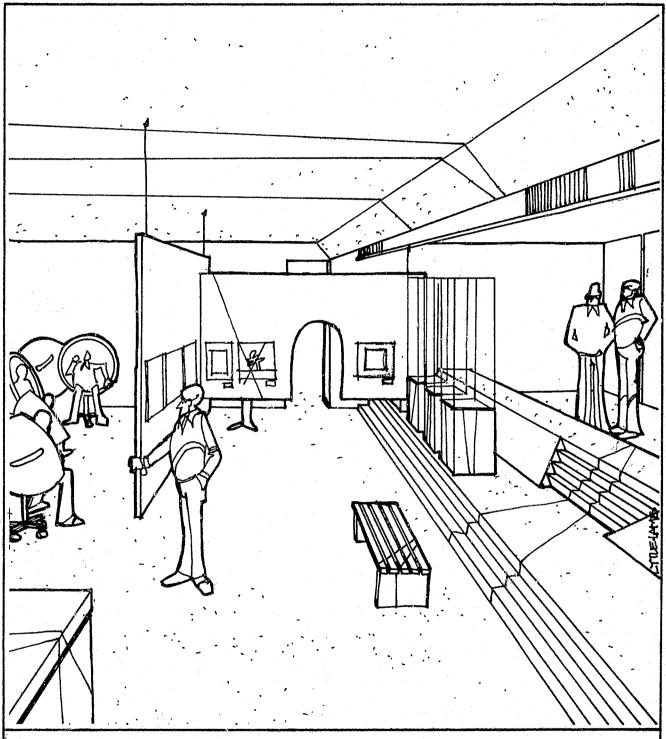
Cross-references: D2.6f, D2.9f, E1.2o

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lobby/reception areas

Display panels mounted in the lobby of a community police station can be used for public education exhibits. Display materials to be used in this area are normally prepared by the staff of the public information unit. Citizens should be encouraged to enter this part of the building.

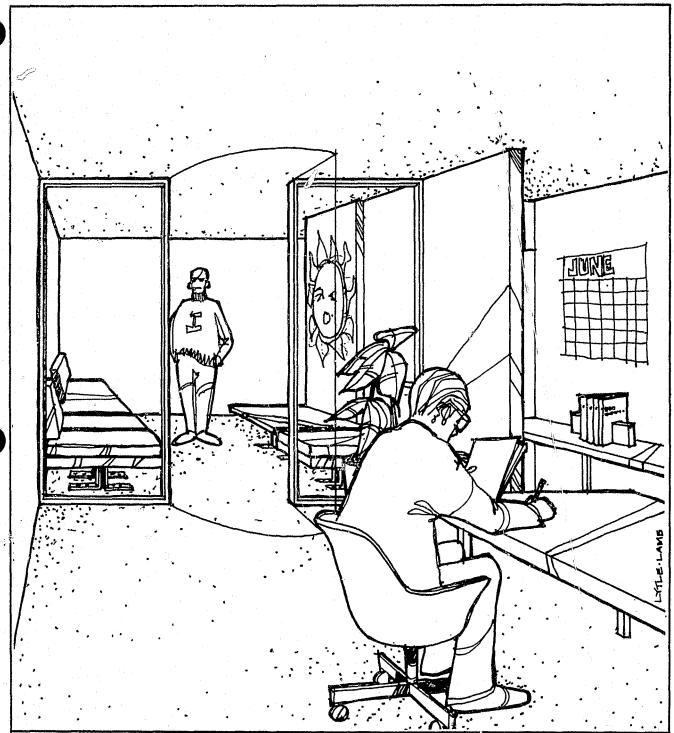
Cross-references: F4.lo, F4.8o, F4.9o

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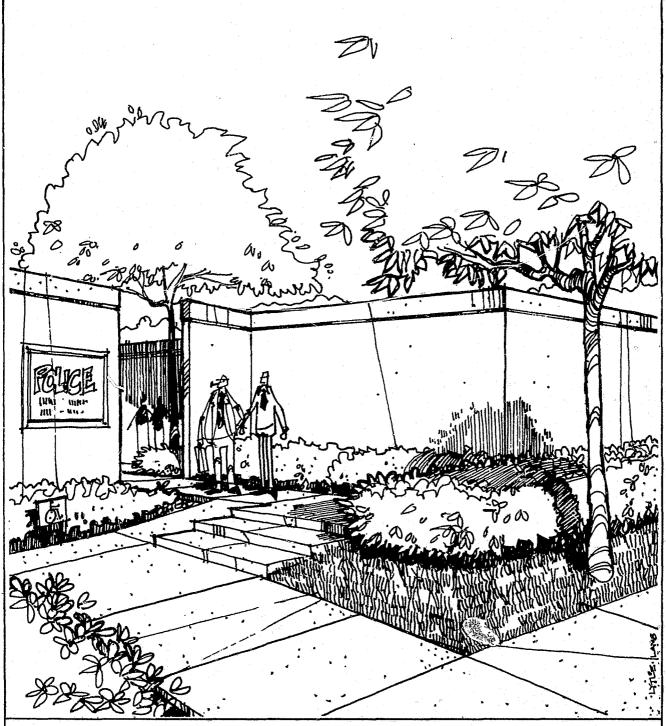
interview/detention:

The interior of all detention rooms should be clearly visible from a 24-hour operational area. Therefore, one wall of the room should be equipped with two-way glass panels. All seating in these areas must be securely bolted down. This facility component also functions as an interview space.

Cross-references: C3f, F3.lo, F3.2o, F3.3o, F3.4o

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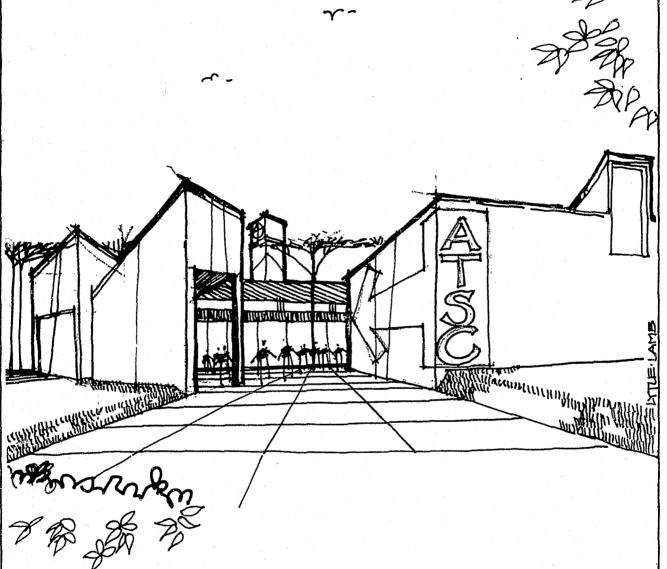
entrance:

For the convenience of handicapped persons all entrances to law enforcement facilities must be equipped with special ramps. Adequate parking for visitors should be located near the public entrance to a police building.

Cross-references: D3c, D1.7f

G3.2
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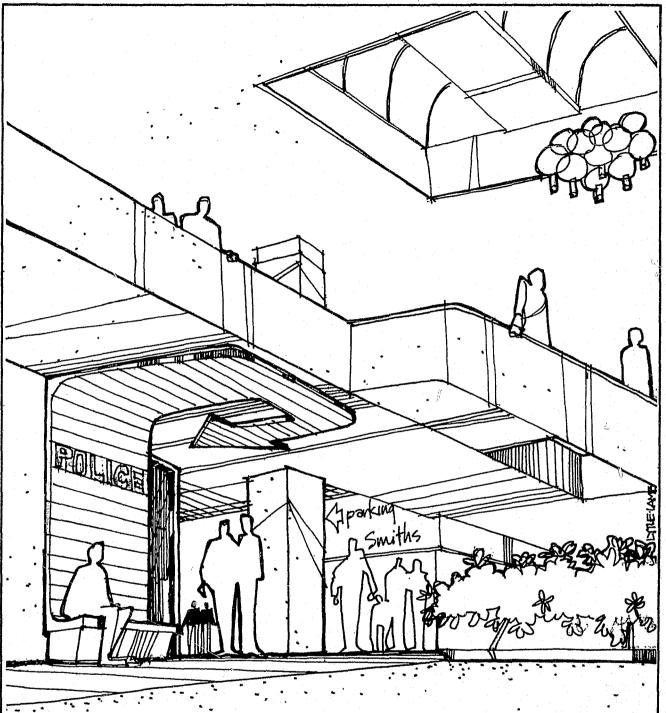
component



entrance:

The main entrance to an Administrative and Technical Service Center (ATSC) should be clearly identified. This type of facility is normally surrounded with a high security perimeter.

Cross-references: D2.5f, D5.2c, D5.3c



entrance:

The public entrance to a community police station should be easily accessible to pedestrians. The facility above is located in a shopping complex.

Cross-references: D4.6c

G

3.3 o

component

acility component

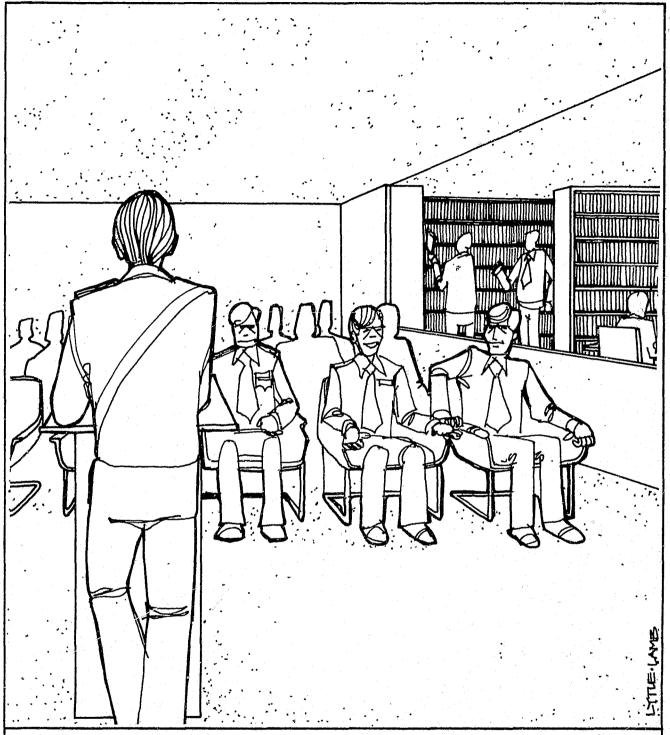
multi-purpose briefing room:

The facility component illustrated above combines four important functions. In addition to serving as a briefing room it is also a classroom. A television set for showing video tapes is mounted on the wall. The room can also be used as a reading room. Books, periodicals, and other professional literature is placed on shelves along the rear wall. The area also includes a small kitchenette unit and can be used as a staff lounge. Mail distribution compartments are built into the opposite wall.

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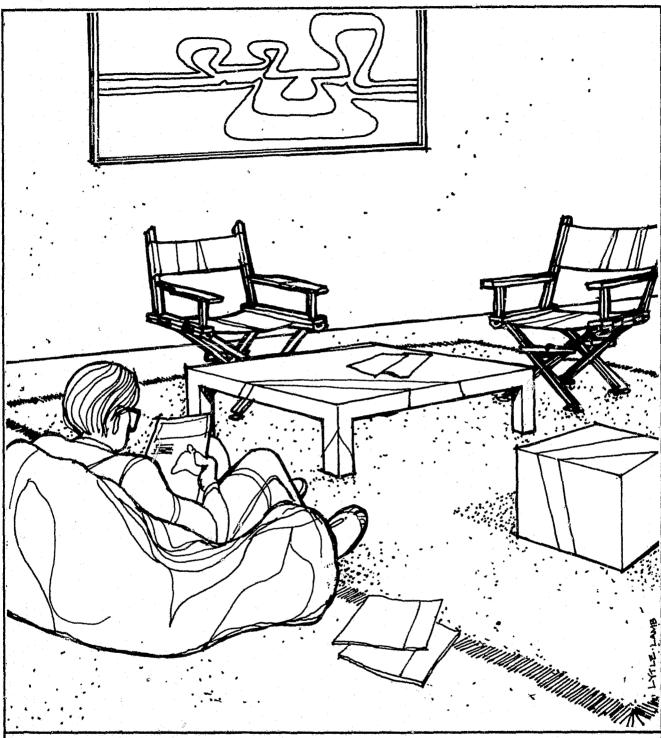
professional staff center:

The professional staff center is the area of a community police station to which officers report at the beginning of their shift. A library reading room should normally be located adjacent to the briefing room. Other major components of a professional staff center include an exercise room and a locker room.

Cross-references: F7.lt, F8.lo, F8.4o

G

component



juvenile counseling area:

Informal chairs and tables are appropriate in a counseling area. This facility component should normally be carpeted. The function of this part of a juvenile operations area is to provide an optimal setting for informal discussions. A relaxed nonthreatening atmosphere is desirable for this purpose.

Cross-references: Cllf, Dl.8f, Ef.lo, F2.3o, F10.1o

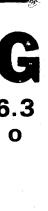
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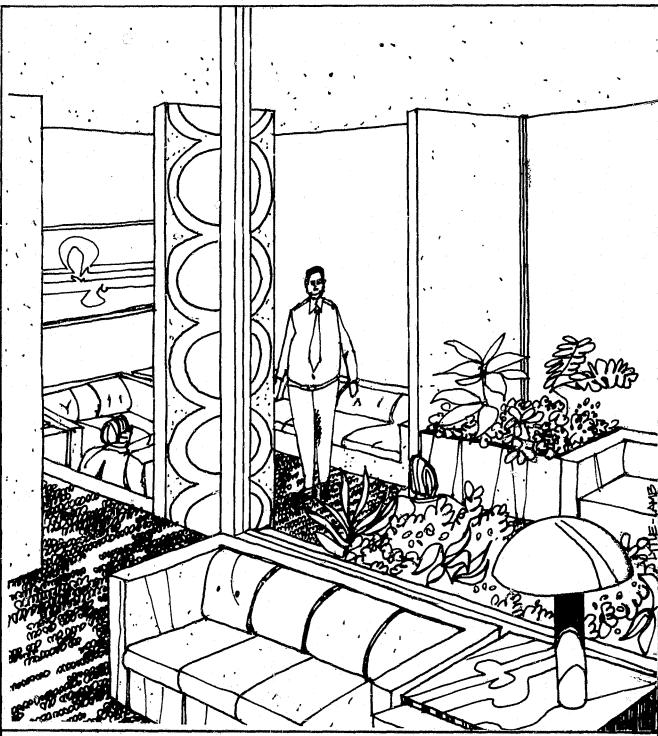
juvenile counseling area:

The counseling space in a juvenile operations area should be adjacent to the receptionist's work station and waiting room. The administrative area should not be visible from the counseling area. In the illustration above a model plane has been mounted in the display case.

Cross-references: Cllf, Dl.8f, E4.lo, F2.3o, \$2.4o, F2.5o, F2.6o, F10.lo

SWMW

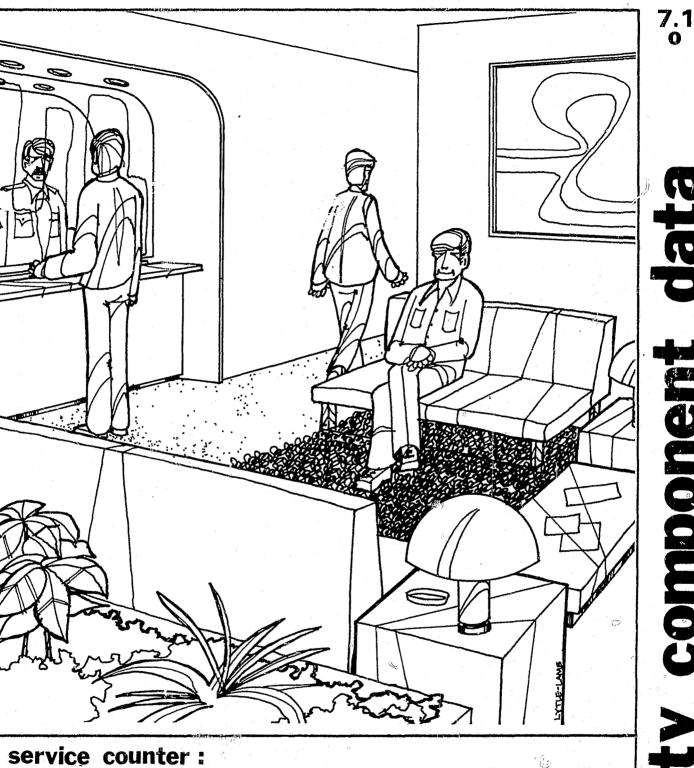




juvenile counseling area:

The principal function of a counseling area is to provide an optimal setting within a police facility for discussions between officers, parents and juveniles. No office furniture should be installed in this area. The use of plants, lamps, and other decorative items can help to create an attractive, warm atmosphere.

Cross-references: Cllf, Dl.8f, E4.lo, F2.3o, F2.4o, F2.5o, F2.6o, F10.lo



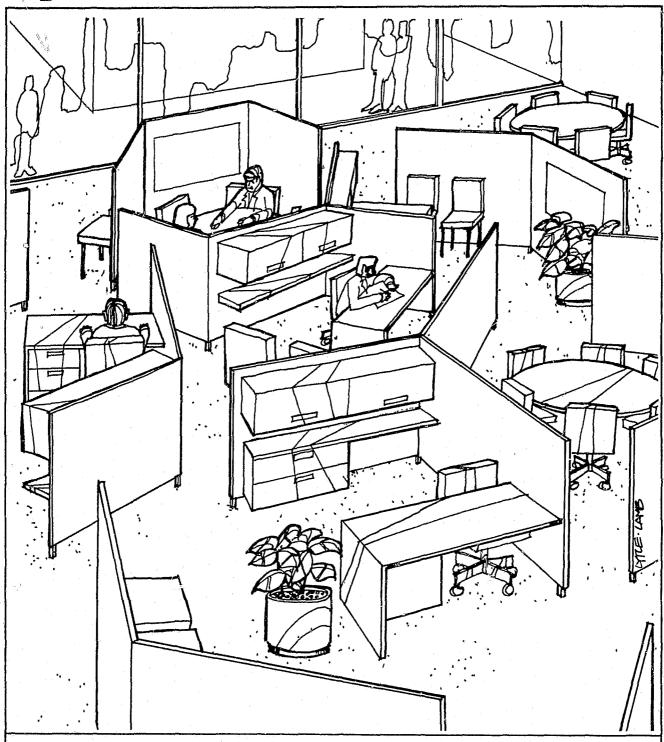
The counter for a records area should be immediately adjacent to the building lobby and public entrance. It should normally be protected with bullet resistant glass. Seating should be provided near the service counter as illustrated above.

Cross-references: F4.12o, F4.13o

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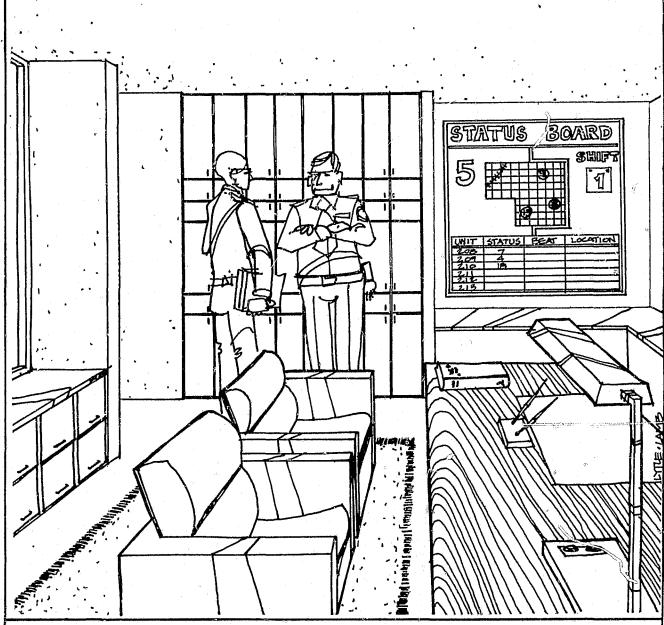


detective area:

Open planning techniques provide maximum flexibility. Necessary privacy and acoustical control is achieved by partitions between activity spaces.

Cross-references: Fl.10, Fl.20, Fl.30, Fl.40, Fl.60, Fl.110, Fl.120

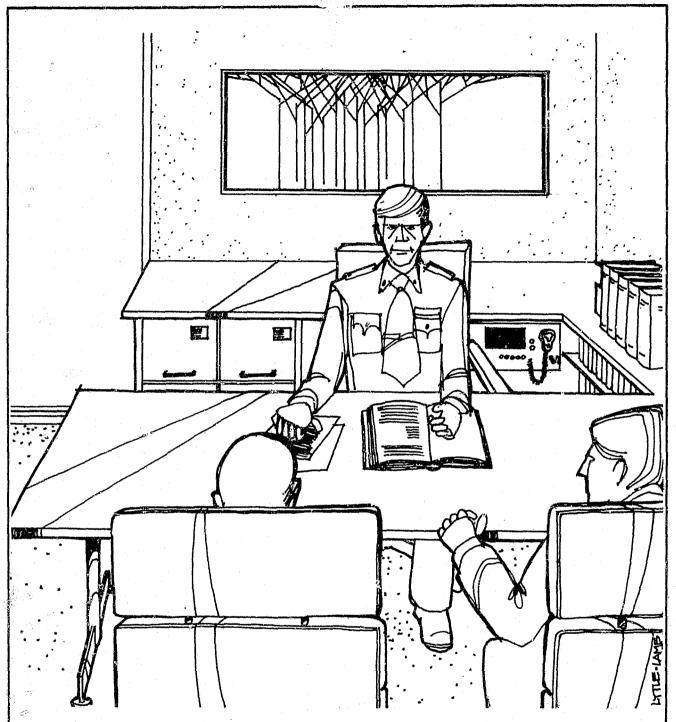
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shift commander's office:

Built-in metal lockers for the temporary storage of evidence is an important feature in a shift commander's office. In the illustration the status/locator board is electronically linked to the communications center. This informs the commander concerning the status and location of all units in his district.

Cross-references: F5.lo, F5.2o, E5.lc, E2.le



shift commander's office:

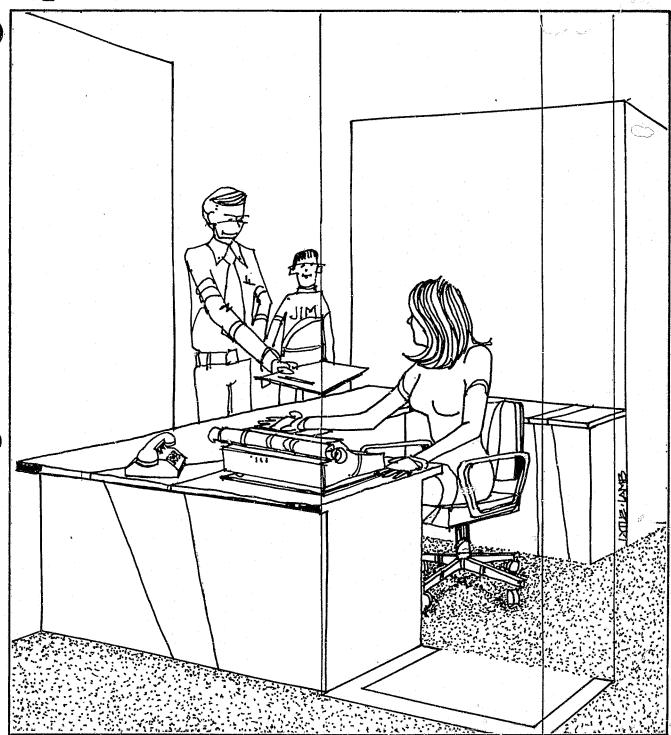
A shift commander's office should normally be adjacent to the briefing room and the prisoner processing area. A separate file drawer for each shift commander (normally five) should be provided. This room should be equipped with a receiver/transmitter unit for communication with field units.

Cross-reference: F5.30

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9.2 o

component

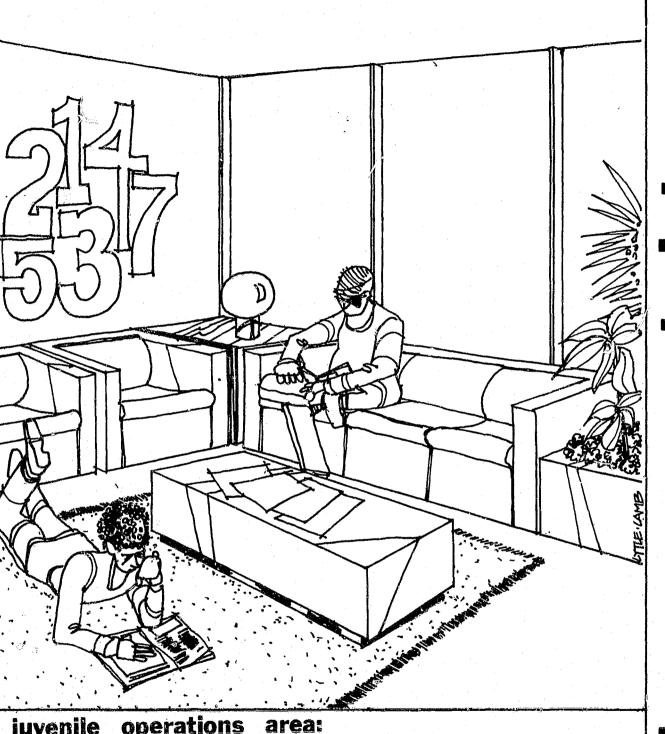


juvenile operations area:

The secretary-receptionist in a juvenile operations unit is normally responsible for the waiting area. She must be skilled in coordinating appointments and meeting the public. The receptionist should be able to effectively control access into the other parts of the juvenile operations area.

Cross-references: F2.lo, F2.20, F2.30, F2.40, F2.50, F2.60

component



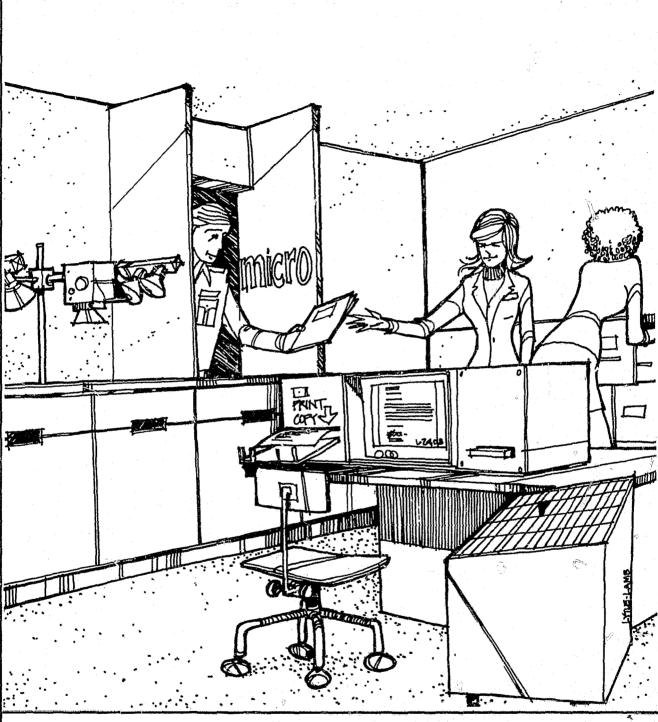
operations juvenile area:

A waiting room for parents and juveniles is an essential component of a juvenile operations area. Persons seated in this space should not be able to see into any other part of the operations area. It should be a comfortable attractively furnished area.

Cross-references: F2.10, F2.20, F2.30, F2.40, F2.50, F2.60

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component



microfilm data processing area:

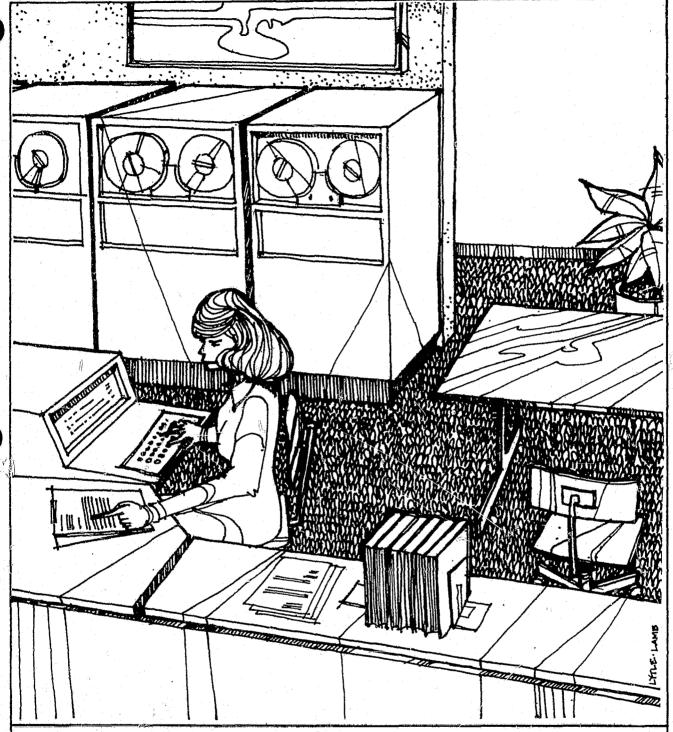
The storage space required for various types of records can be substantially reduced through the use of a microfilm process. This component should be located within the central security core of an Administrative and Technical Services Center (ATSC).

Cross-reference: F3.3r

G

2.1

component



computer data processing area:

Anigh degree of acoustical control is required in a central records area. If carpeting is installed in this area it must be grounded. This will prevent interference with electrical equipment caused by statis electricity. This facility component must be located within the security core of the building.

Cross reference: F2.lr



fingerprint analysis lab:

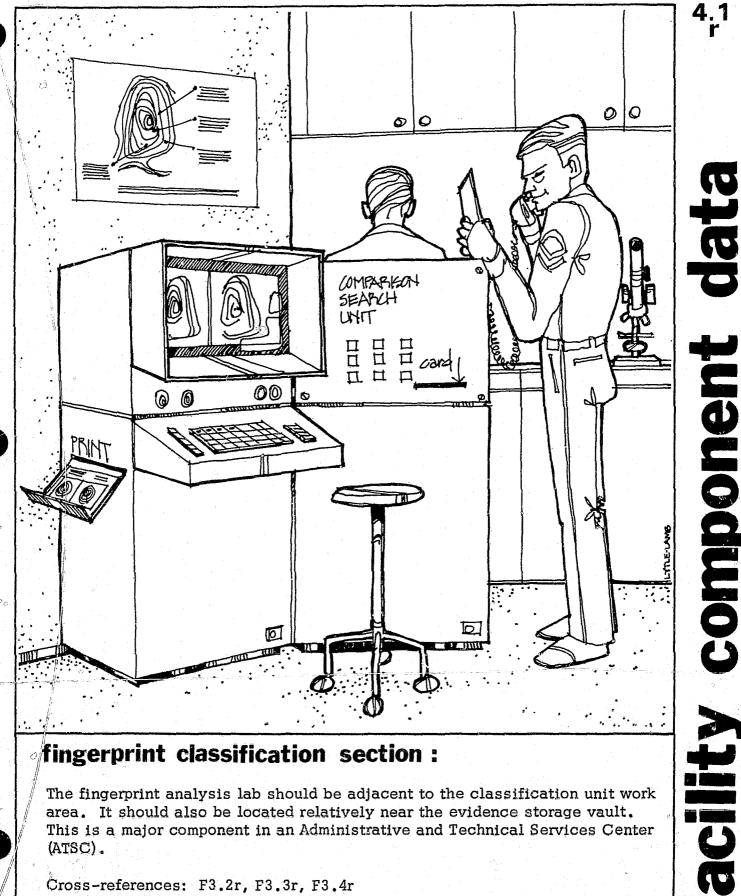
A fingerprint chalysis work area should contain sufficient storage space for all items of equipment used by the laboratory technicians. Unlike the adjacent fingerprint classification area this facility component should have high security features built in.

Cross-references: F3.2r, F3.3r, F3.4r

G 3.1

Component Cata

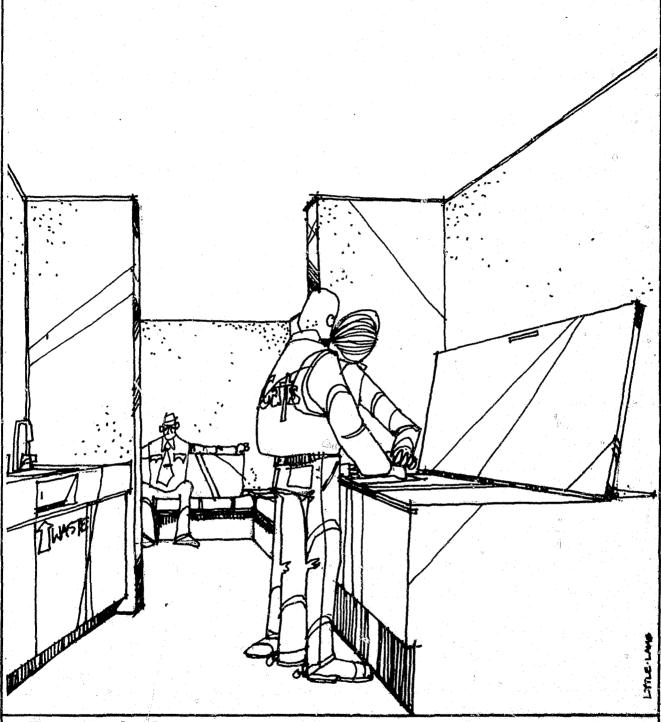
component



fingerprint classification section:

The fingerprint analysis lab should be adjacent to the classification unit work area. It should also be located relatively near the evidence storage vault. This is a major component in an Administrative and Technical Services Center (ATSC).

Cross-references: F3.2r, F3.3r, F3.4r



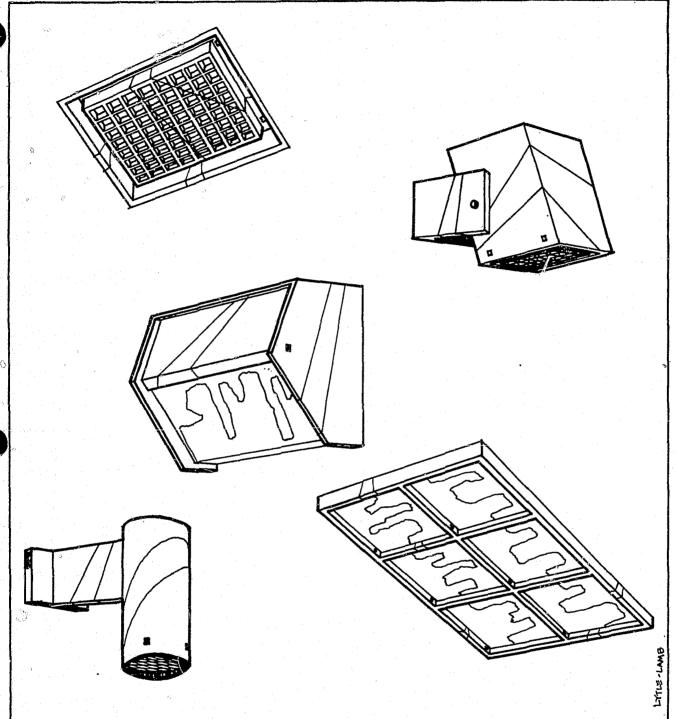
fingerprinting area:

This component of the booking and prisoner processing area should be uncluttered and free of all movable objects that might endanger the safety of persons in the area. In the illustration above the counter used for fingerprinting operations is covered with a fold down cover when not in use.

Cross-references: D6.lc, E3.li, F1.li, F1.2i, F1.3i, F3.li, F3.2i, F3.3i, F3.4i

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data component acility



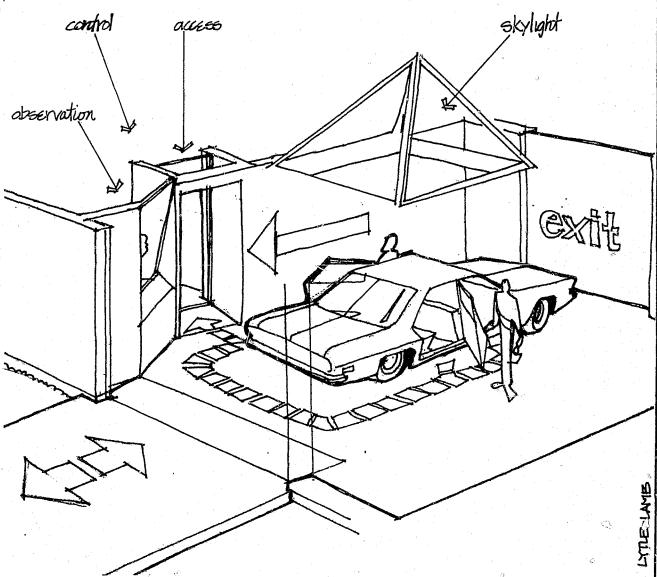
tamper-resistant lighting fixtures:

Lighting fixtures in holding rooms and other security areas should be of sturdy construction. They should also be attractive and contribute to the overall appearance of the room in which they are installed.

Cross-references: F4.li, F4.2i, F3.lo, F3.2o, F3.3o, F3.4o

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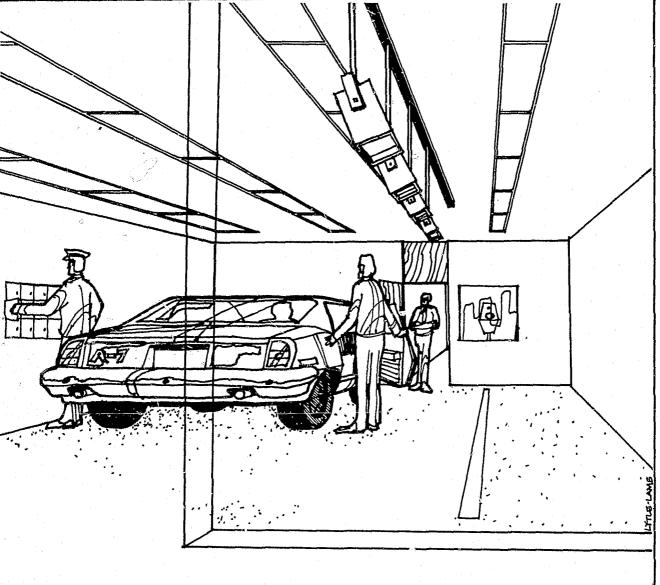
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sally port:

A drive through sally port equipped with automatic security doors at each end is an extremely effective arrangement. A sally port should be bright and well lighted. It should be on the same level as the prisoner processing area in the building.

Cross-references: F5.li, F5.2i, F1.li, F1.3i



sally port:

Sobriety testing equipment can be installed in a sally port. In the illustration above the videotaping camera is installed in a room adjacent to the sally port. Weapon storage compartments should be built into the wall of the sally port.

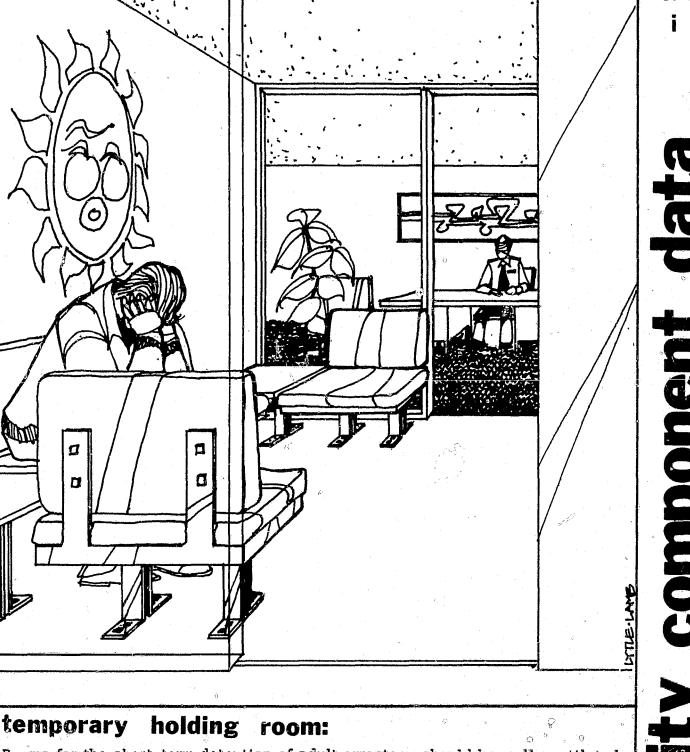
Cross-references: F5.1i, F5.2i, F1.1i, F1.3i

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3.2 i

component data

facility



Rooms for the short-term detention of adult arrestees should be well ventilated. The level of illumination in the temporary holding room should be equivalent to the amount of light in adjacent areas. Holding rooms should normally be equipped with two-way glass panels opening into 24-hour operational area. It is as important for police department staff members to be able to see into the room as it is for the person detained there to be able to see out.

Cross-references: D6.lc, F4.li, F4.2i, F4.3i

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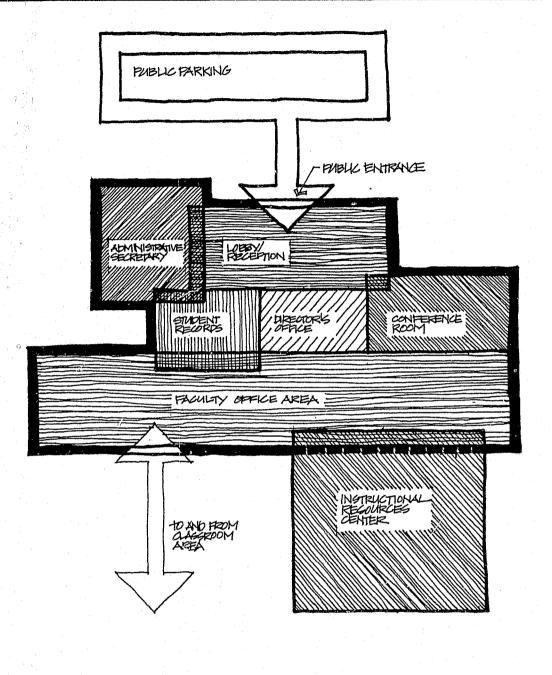
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administration

F

5.1 a



training academy staff offices:

Faculty members should have direct access to the instructional resources center. Their offices must also be convenient to the main classroom area. The principal function of the lobby is to provide a pleasant setting for the reception of visitors. Thus, the lobby should be adjacent to the visitors' parking area.

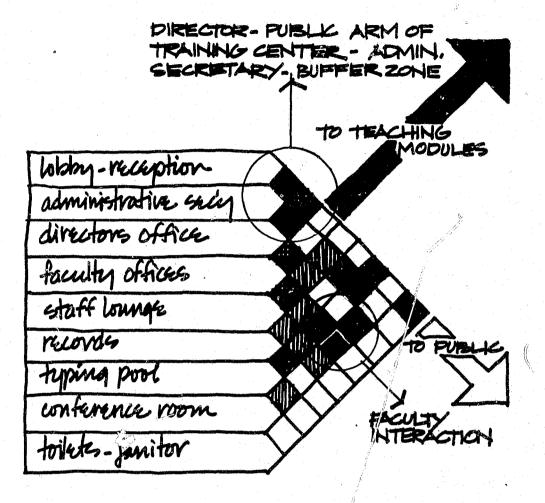
Cross-references: D5.1f, D5.2f, G3.a

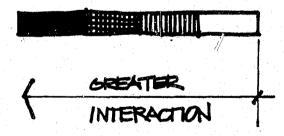
facility components

administration

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5.2 a





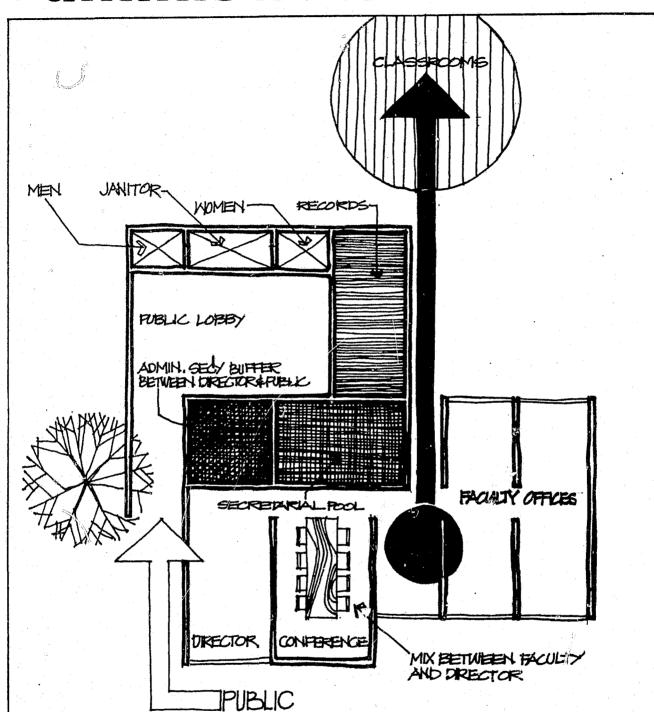
training academy staff offices:

The faculty offices in a criminal justice training facility must have direct access to the main instructional area. Visitors should be able to enter the lobby/reception area without entering the faculty office area.

Cross references: D5.1f, D5.2f, G3a

components acility

administration



training academy staff offices:

Faculty offices in a criminal justice training facility should normally be adjacent to the main administrative core. However, it is also essential for the instructional staff to have immediate access to the classroom area. Faculty-student conferences are among the principal activities taking place in the faculty office suite.

Cross-references: D5.lf, D5.2f, G3.a

5.3 a

acility components

detective operations area

for periods of up to four hours.

uses of the facility

This component of a police building is the base of operations for most criminal investigations. It is the area in which interviews are conducted with witnesses, victims, suspects, informants, and attorneys. Although many of these conversations are conducted by phone, it is not uncommon for a detective to meet with several people in his office during an average workday.

The preparation and review of investigation reports is another important type of activity that takes place in the detectives' work area. If recording equipment is used in preparing reports, one or more dictating booths should be provided for this purpose.

There are a number of activities that routinely take place in this area and that generally involve three or more people. These group activities include the following:

Daily staff briefings

Planning sessions for special operations

Meetings with officers from other law enforcement agencies

Debriefings following operations

The detectives' area is one of the parts of a police facility in which criminal suspects may be detained

equipment

The following items of equipment are normally used by detectives in their area of a police facility:

Small conference table for planning seminars

Wall display panels and map boards

Desks for professional and clerical staff

Files and built-in storage cabinets

Receiver/transmitter for monitoring field operations

Telephone consoles

Typewriters, recorders, and other standard office equipment

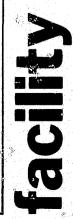
ancillary spaces

Persons waiting for appointments with detectives should be seated in a comfortably furnished reception area. This space should contain sufficient room for a secretary/receptionist. People seated in this room should not be able to see into the main office or to hear conversations in that area.

One or two interview/detention rooms (see section F3o) should normally be included in a detectives' opera-

1.1 0

components



ancillary spaces (continued)

tions area. This type of room provides privacy for confidential interviews and sufficient security to detain suspects for periods of up to four hours.

A large storage closet should be provided for report forms and other office supplies, and for the special equipment used by the program staff.

design considerations

A detectives' operations area is a controlled-access, medium-security space. Visitors must be able to reach the waiting room from the public entrance without passing through any other operational areas. The area should be laid out so that witnesses and victims can enter without coming into contact with detainees or suspects. The staff entrance can be used for bringing suspects into the detectives' operations area.

Certain parts of a detectives' operations area must be isolated. When the facility is of open area design, partitions can be used to isolate certain parts of the area. Designing the area in an L-shape can also be helpful for this purpose. In particular, separation of the unit supervisor's office space from the remainder of the area by means of a partition with a glass panel is an effective way of providing conversational privacy while at the same time allowing visual access to the operation.

The detectives' area should promote a maximum of efficiency and a minimum of visual distraction. There should be sufficient noise control so that several people can use the area simultaneously without disturbing each other. Carpeting is extremely helpful for reducing noise levels in this type of area. If electronic recording devices are used for preparing reports, there should be at least one small soundproof booth. To insure optimum efficiency, task lighting should be provided at the planning table and at each desk.

Since many detectives' operations areas are in use 24 hours a day, it is important to bear this in mind during the planning process. Furniture and carpeting will have to be more durable than that used on a more limited basis. Materials that are easily maintained should be used because the detectives operations area must be cleaned while the room is in use.

An important design consideration in planning a detectives' operations area is size. This space should be flexible enough to accommodate an expanding staff without requiring extensive modifications. Projections of the number of detectives that will be assigned to the area ten years after the date of initial occupancy should be made. (Personnel projections for an Independent Police Station should normally extend to fifteen years beyond the time of construction.)

proximity requirements

A detectives' operations area should

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acility component

proximity requirements cont.

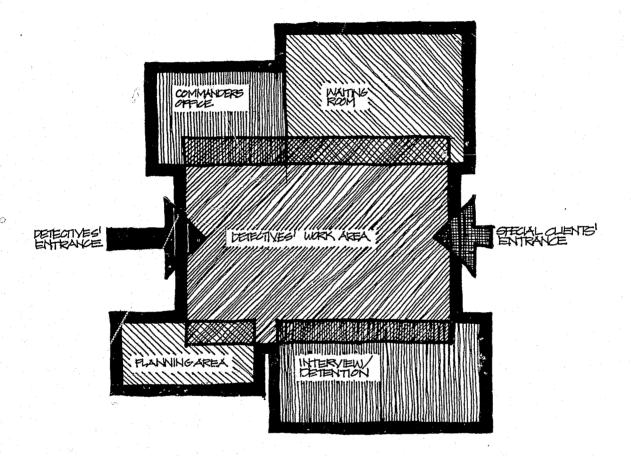
be as close as possible to the entrance used for bringing prisoners into the building. This will facilitate moving a suspect to a detectives' area for interview.

In Independent Police Stations, the detectives' operations area should be close to the criminal identification bureau. Since detectives are often involved in the preparation of material for presentation in court, the evidence storage vault should also be located near the detectives' operations area.

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components

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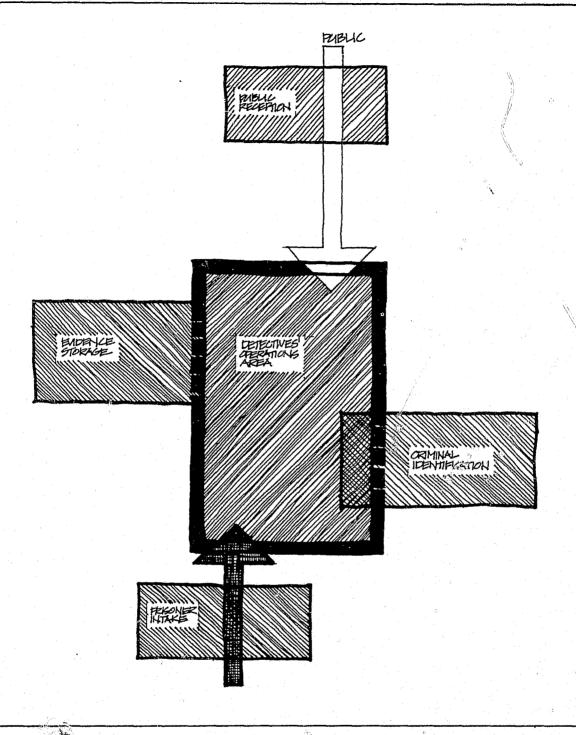
detective operations area:

A functional layout based on open planning techniques should be considered in planning the details of this component of a law enforcement facility. The ability to provide confidential interview spaces is a prime criterion in evaluating design alternatives for the detectives' work area. In agencies with five or more detectives, it may be desirable to divide the waiting room into several small areas.

components

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acility components

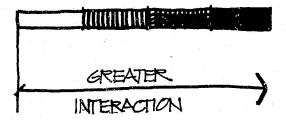


detective operations area:

To attain the degree of security necessary for this part of a Community Police Station, public access must be limited. The detective operations area must also be close to the booking area. If the facility includes criminal identification and evidence storage areas, the detectives' offices should be relatively close to both these components.

1.6

PETECTIVES AREA
PLANNING & BRIEFING
INTERVIEW & DETENTION
TOILET
OBSERVATION
SECRETARY-RECEPTION
WAITING AREA
FILES



detective operations area:

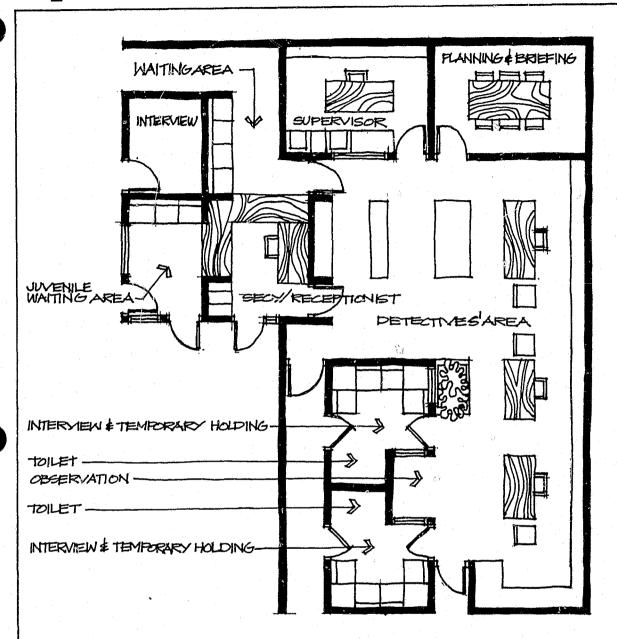
The elements in this facility component should be combined in a manner that facilitates unobtrusive entrance and egress. The arrangement of the furniture and other equipment should also be consistent with the high degree of confidentiality required in interview procedures.

Cross-references: C3.f, D1.9f, G8.lo

acility components

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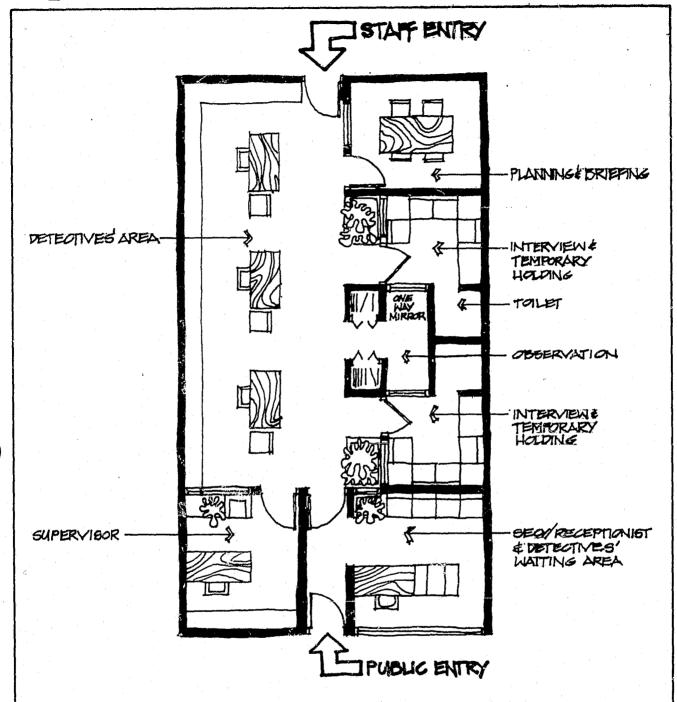


detective operations area:

Although an organization with a limited secretarial staff may use one receptionist for both the detectives' and juvenile operations areas, the waiting rooms for these two areas must be completely separate. The design above includes a planning and briefing space that can also be used for confidential interviews.

Cross-references: C3.f, D1.9f, F4i, F4.3i, F3o, F3.3o, F3.4o, and F3.5o

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detective operations area:

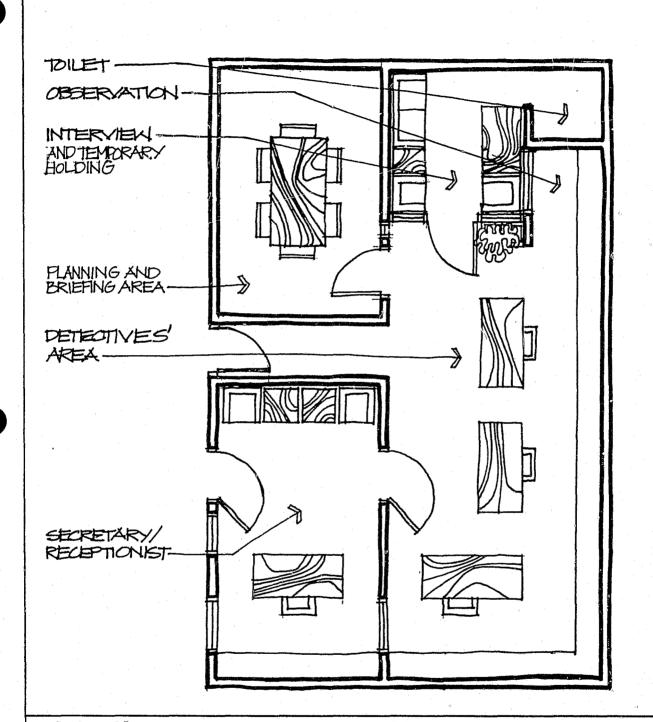
A separate staff entry in the detective operations area provides a means for victims, informants, and others to arrive and depart unobtrusively. The observation area equipped with one-way mirrors is used for monitoring suspect interviews (see section C 3f).

Cross-references: C3f, D1.9f, F4i, F4.3i, F3o, F3.3o, F3.4o, and F3.5o

components

Facility

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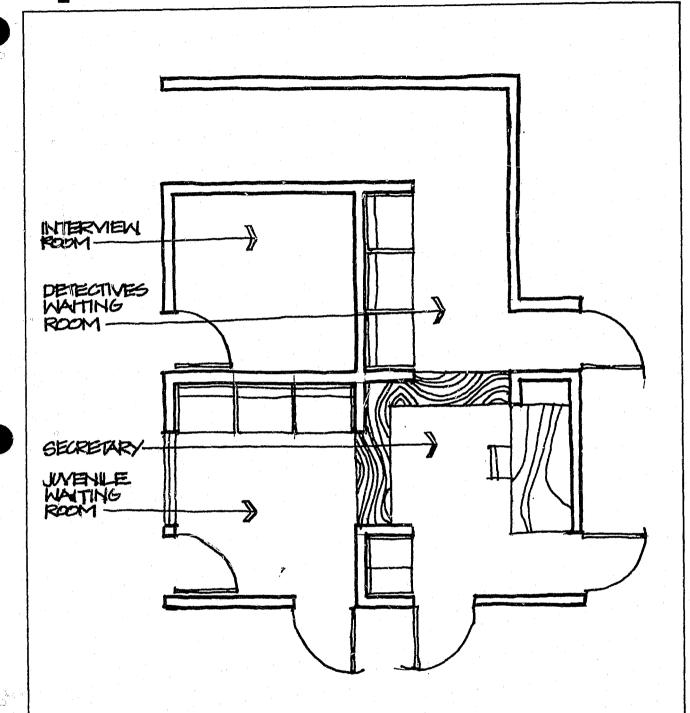
detective operations area:

The planning and briefing area in this design provides an alternate work space for special projects. It should be equipped with telephone jacks. A high degree of sound proofing must be engineered into the holding room, briefing area, and waiting space. Persons seated in any of these three areas should not be able to hear conversations taking place in the primary work area.

component



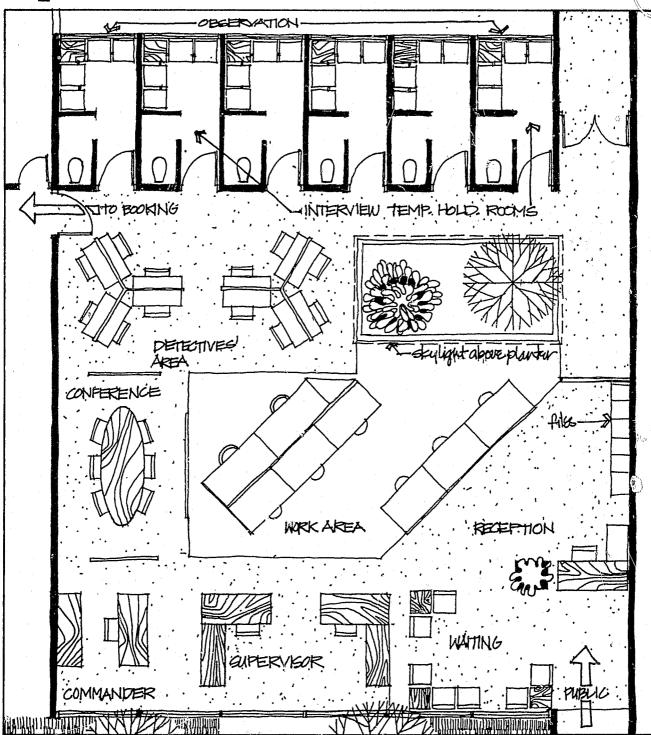
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detective operations area:

This arrangement allows one receptionist to service two entirely separate waiting areas. Acoustical techniques should be employed that will prevent conversations in one area from being overheard by clients in the other waiting room.

cility components



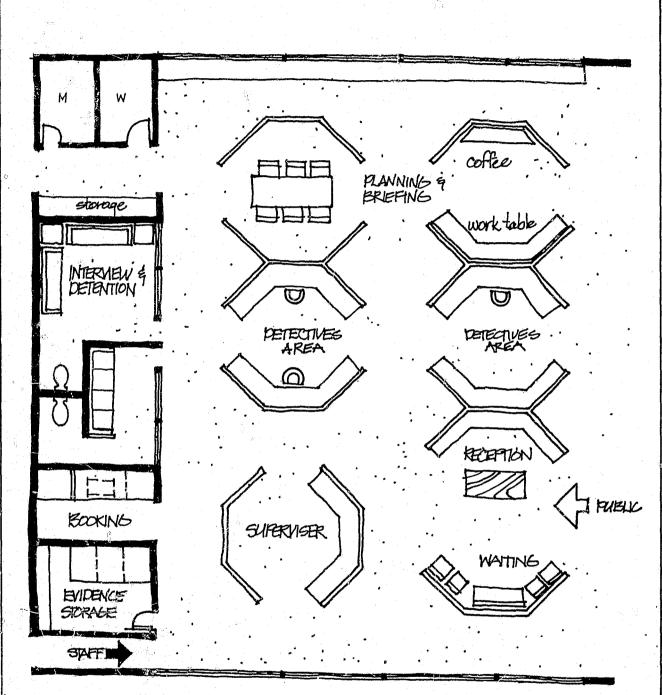
detective operations area:

This facility component is designed to provide functional work space for an investigation unit consisting of one commander, two supervisors, ten detectives, a receptionist, and two clerk/typists. The arrangement of individual work spaces is determined by open-plan or "landscaping" techniques. The area contains sufficient space to accommodate an additional supervisor and six more detectives as the organization expands. (See G8.10)

components

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1.12



detectives' operations area:

Open planning techniques are often effective in operational areas used by detectives. This approach to space management creates a highly flexible arrangement that will allow rapid response to organizational expansion. (See G8.10)

components

juvenile operations area

design objectives

A juvenile operations area must provide an efficient work space for both the administrative and service functions of the delinquency prevention staff. The officers using this area will be engaged in many of the activities normally conducted by police detectives. They will be interviewing complainants, witnesses, and victims, and preparing investigation reports. Although many of these interviews will be conducted by phone, the officers will often need to meet with people in their offices. The layout of the area must provide a suitable arrangement for the discussion of confidential matters.

The reception room for this area should be sufficiently large to accommodate the maximum number of people that might be waiting to see staff members at any one time. This space should provide a pleasant atmosphere for juveniles and members of their families waiting to meet with a juvenile officer. It is important that persons in the waiting room not be able to see or hear any of the activities taking place in the juvenile officers' work area.

The design criteria for counseling rooms, essential components of a juvenile operations area, are outlined in a later section (see section F100).

ancillary spaces

A juvenile operations area should normally include a restroom. It should also contain a large storage closet for office supplies, cameras, tape recorders, and other equipment used by the juvenile officers in their work. A large youth bureau, consisting of twenty or more staff members, may also require a staff lounge and locker area adjacent to the prime work area.

Juvenile offenders held by the police will normally remain in the personal custody of a youth officer until they are released to their parents or to another agency. Solitary confinement, even for brief periods, is almost never warranted in the case of youthful offenders. Therefore, temporary holding rooms of the type found in a detectives' work area are not included in the juvenile operations area.

proximity requirements

The juvenile operations office should normally be located very near the main lobby/reception area of the building. Persons entering the building should be able to pass directly to the youth officers' waiting room without walking past any of the other operational components of the building. An alternative arrangement would be to provide a separate entrance to the building specifically for the use of juvenile officers and their clients. If this is done, the

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lity components

proximity requirements (cont.)

corridor leading from the entrance to the waiting room must be designed so that those who enter the building through this door will not have access to any part of the building other than the juvenile operations area. This is essential for maintaining an adequate level of building security.

In smaller departments it may often be necessary for one secretary/receptionist to serve both the detectives' offices and the juvenile operations area. In this situation, the secretary's work station can be located so that people entering both waiting rooms can be observed. However, those in either waiting area should not be able to see into the other. When only one secretary is available to serve both the detectives' offices and the juvenile operations area, these two parts of the building must be in close proximity. The area should also be reasonably close to staff restrooms.

special equipment

This area should include sufficient filing equipment to contain all of the records of the juveniles currently being served by the department. It must also have sufficient desks and other office furniture for

all of the officers and clerical staff who may occupy the area at any one time. Staff projections for at least ten years beyond the probable date of initial occupancy must be made in order to determine the space requirements of this area.

Other items of special equipment that may be included in a juvenile operations area are bulletin boards, display cases, and wall-mounted book shelves and magazine racks. These items of equipment can help provide a suitable environment for the juveniles who may be detained in this area for several hours.

psychological impact

The juvenile officers' work area should be quiet and cheerful. In order to avoid the confusion often associated with this type of function, the workflow should be as well-regulated as possible. The area should have a calming effect on everyone who enters. Every element in the waiting room and main work area should contribute to the goal of reducing fear and anxiety.

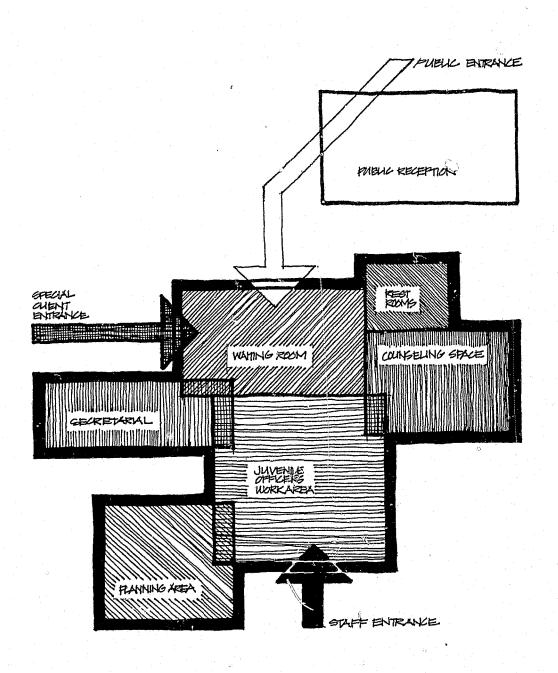
The use of wood paneling or brick for some of the walls in the juvenile operations area will increase the warmth and overall attractiveness of the rooms. Because of their emotional impact, bright reds and oranges should generally be avoided in selecting colors for this part of the building. Greens, blues, and other cool colors are highly recommended for carpets, upholstery, and walls.

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components

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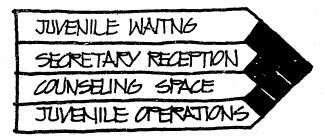
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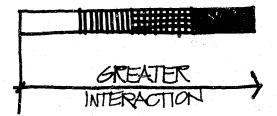


juvenile operations area:

A juvenile operations area should be placed close to the main entrance of a police facility. A separate entrance for the use of complainants, parents, and other clients is also highly desirable. The counseling space included in this area should not be furnished with desks or other office equipment. Rest rooms should be integral parts of this facility component.

7 2.4





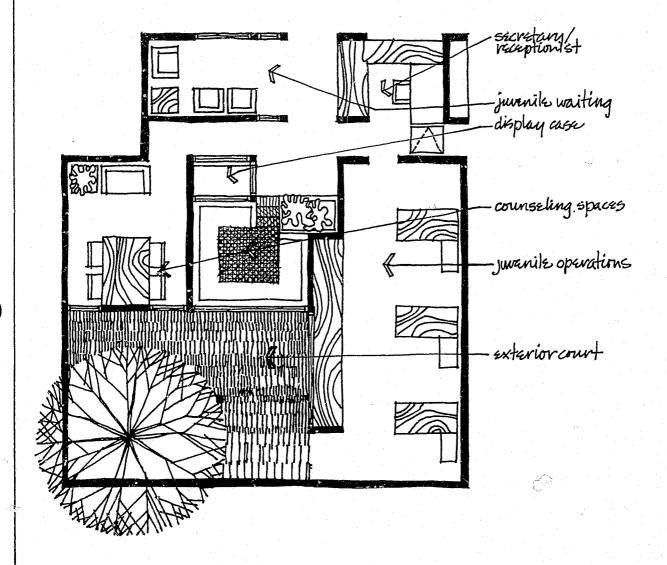
juvenile operations area:

The arrangement of the elements of a juvenile operations area should permit unobtrusive movement from one area to another. Furniture and equipment should be arranged to provide a high degree of privacy for the interviews conducted in this area.

Cross-references: D1.8f, D3.8f, E4o, F10.1o, F10.2o, F10.3o, F10.4o, F10.5o, G10.1o and G10.2o

facility

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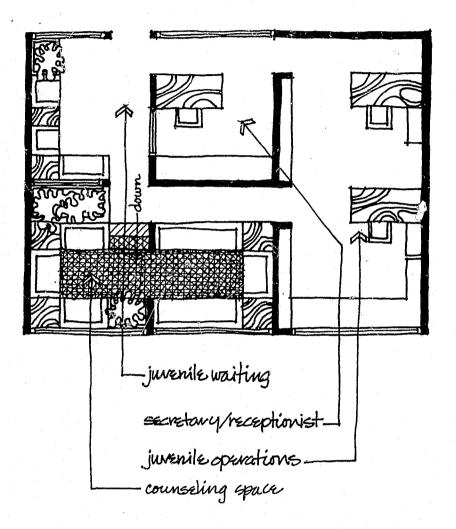
juvenile operations area:

This component of a Community Police Station provides an optimal setting for conferences between police officers, juveniles, and parents. It is also an area in which victims, witnesses, and complainants are interviewed. The counseling and interview spaces are completely separated from the office area. In the example above, an exterior courtyard is included as an alternative counseling space.

components acility



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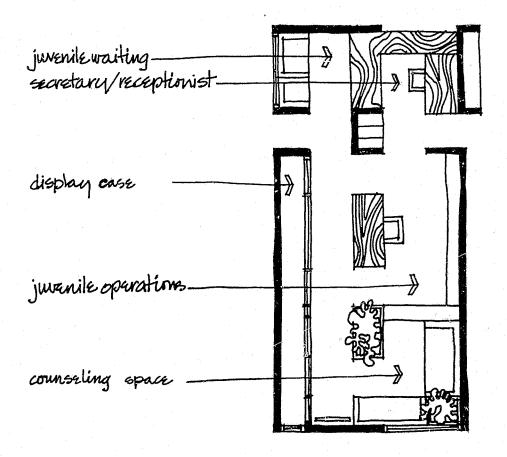
juvenile operations area:

Separating the counseling and administrative functions in a juvenile operations area is highly desirable. Partitions and furniture should be arranged to assure the confidentiality of interviews. Clients should be able to enter the counseling space without passing through the main office area.

Cross-references: Dl.8f, D3.8f, E4o, F10.1o, F10.2o, F10.3o, F10.4o, F10.5o, G10.1o, and G10.2o

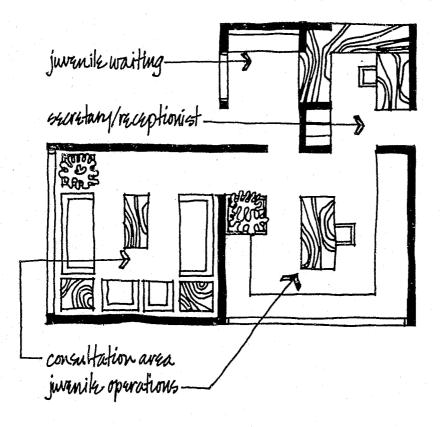
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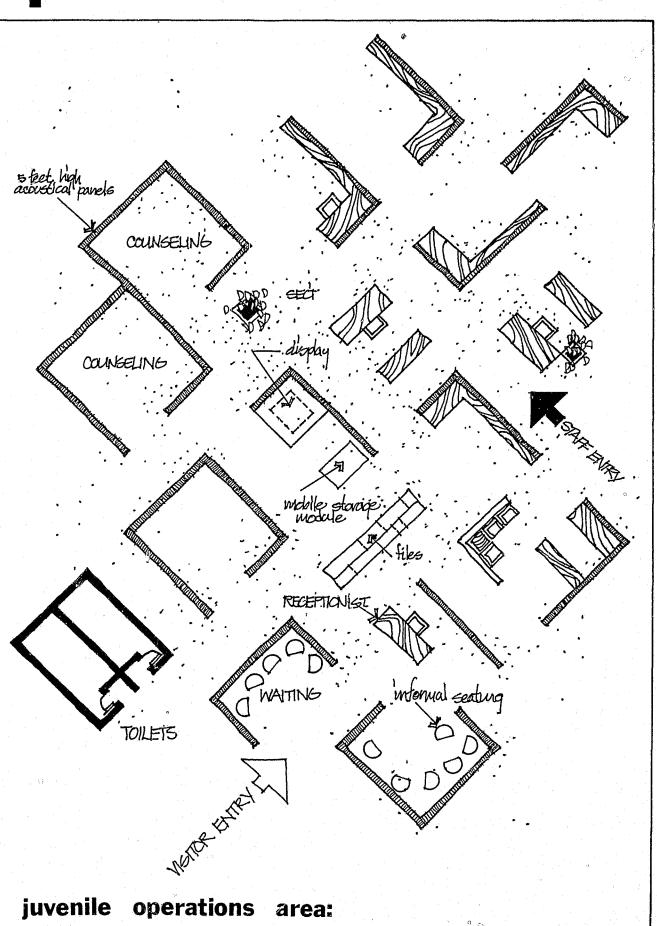
juvenile operations area:

The chief design criterion for a juvenile operations area is that it provide an optimal setting for meetings between police officers, juveniles, and their parents (see section C llf). Counseling spaces should normally be separate from office areas. In the design above, built-in cases are included for displaying items of interest to young people. This type of architectural detail will contribute to the desired atmosphere.



juvenile operations area:

A juvenile officer is required to spend much of his time assisting parents and their children. The area used for meetings between police officers, juveniles, and their families should not contain desks or other office furniture. It is essential that persons seated in the waiting room not be able to hear conversations taking place elsewhere in the operations area.

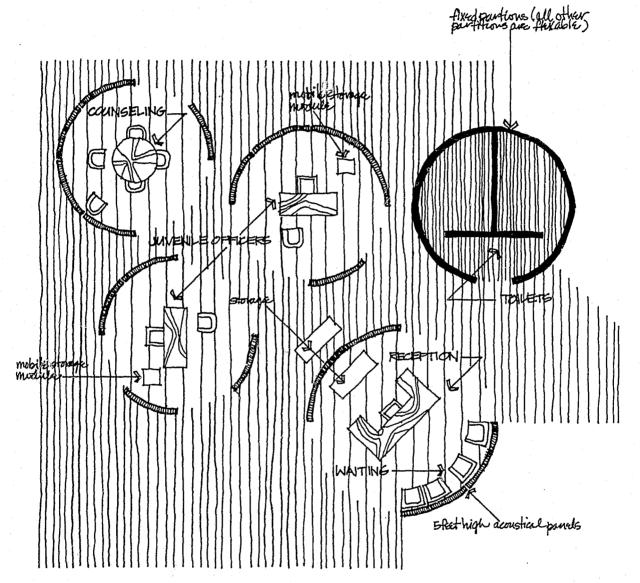


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components cility

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juvenile operations area:

Open planning techniques offer an excellent means of organizing space in juvenile operations areas. The chief advantage of this approach is the high degree of flexibility it allows.

interview/detention

uses of the facility

Interview/detention rooms are used primarily for confidential discussions between police officers and victims, suspects, witnesses, and informants. They may also be used for planning sessions involving small groups of police officers. Because they are soundproof, these rooms are suitable for use as recording booths for dictating correspondence and reports.

An important secondary utilization of this type of room is as a temporary holding facility. Its design provides sufficient security for holding most criminal suspects for periods of up to four hours.

ancillary spaces

An interview/detention room should normally include a small adjacent space containing a toilet and wash basin. Although this space does not have a door, it provides a moderate degree of privacy. The presence of the toilet should not be apparent on entering the room.

It is also desirable to locate a small observation space next to all interview/detention rooms. The observation space is equipped with a small one-way mirror for viewing activities in the interview room. (See section C3f.)

proximity requirements

All interview/detention rooms must adjoin an area where operations are conducted 24 hours a day. Placing these facility components in corridors, basement areas, or in any part of the building not normally occupied by department personnel is <u>not</u> recommended.

special problems

All lighting, plumbing, and ventilation fixtures included in an interview/detention room must be vandal-resistant. However, this aspect of the fixtures should not be readily apparent to those using the room.

Because these are relatively small spaces (90-120 sq. ft.) containing no windows, they present special ventilation problems. The problem of maintaining an acceptable level of air purity is further complicated by the fact that the door is normally closed when the room is in use. For these reasons, the ventilation system used in an interview/detention room must produce a much higher rate of air exchange than that used in most other parts of the building.

All items of furniture placed in an interview/detention room must be of a heavy duty, highly durable quality. The tables and chairs should be firmly bolted to the floor and wall with metal brackets.

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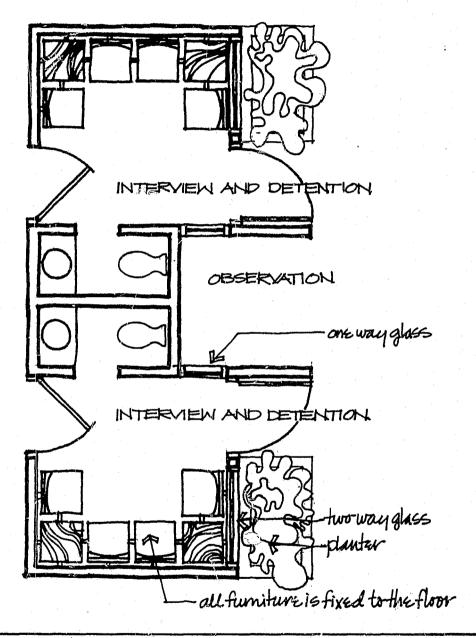
psychological impact

The design of this room must take into account the fact that it will often be used for interviewing criminal suspects. It must therefore provide a setting that is conducive to obtaining voluntary confessions. The room should contain as few distractions to interfere with the process of inter-

viewing suspects as possible. Air vents, for example, should be carefully arranged to avoid directing drafts at anyone's head.

The room should not have an intimidating character, and should be a reasonably comfortable area in which to be seated for several hours. Although it is often used as a temporary holding room, it should have the general appearance of a small consultation room.

components



interview/detention:

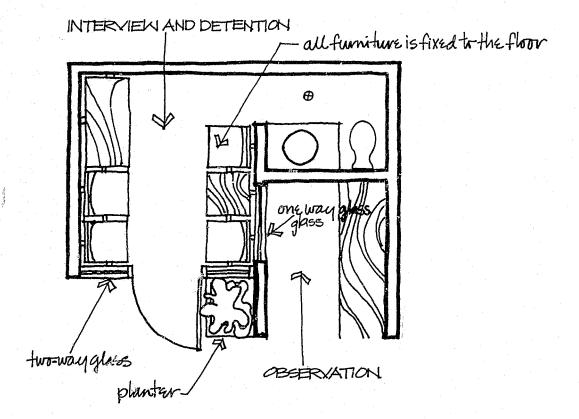
This facility component should have the overall appearance of a small waiting room. It is designed to provide sufficient security for the short-term detention of arrestees. In order to minimize the effects of solitary confinement, transparent panels can be used in the walls and doors. Detention rooms should normally be adjacent to some 24-hour operational area.

Cross-references: C3f, El.li, G4.2i, G2.lo

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components

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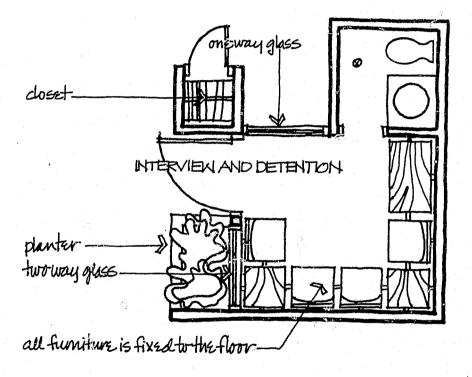
interview/detention:

This area is used for interviewing suspects, informants, victims, witnesses, complainants, and others. It is also used as a temporary holding facility. Security features are incorporated into this space in an unobtrusive manner. Two-way glass panels facilitate surveillance from adjacent spaces. They also make it possible for the person detained to see out, reducing his sense of solitary confinement. The panels can be equipped with shutters for privacy when the space is used for interviewing.

3.5

3.5





interview/detention:

This is a medium security temporary holding space. It is also designed to provide an excellent setting for confidential interviews between police officers and suspects. Unbreakable glass panels in the walls and door permit visual access. Privacy for interviews can be achieved by equipping these panels with blinds or shutters. Interview/detention rooms should normally be visible from the shift commander's work space or some other 24-hour operational area.

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lobby/reception area

design objectives

A large volume of pedestrian traffic in front of the building is an important site selection criterion for the Community Police Station. The main entrance to the building should communicate the fact that use of the facility is not restricted to emergency law enforcement business. The design of the lobby/reception area should attract the public into the building.

The overall appearance of the lobby should be bright, cheerful, and uncluttered. Its furnishings and general atmosphere should convey the public service orientation of the police department. It should have an efficient atmosphere, but it should not be an excessively busy area. Personnel working in the building should not have to pass through the lobby to move from one operations area to another.

The lobby should be arranged to allow the building receptionist to effectively control public access to all of the other parts of the building. Limiting the size of the lobby is one main way to achieve this objective. The lobby must be sufficiently small to allow the receptionist to converse with people in any part of the room in a normal conversational tone without leaving his desk.

The lobby/reception area functions as a security check-point for controlling access to operational areas

of the building. Nothing in the design of the space, however, should suggest that security is a significant consideration. (See security guidelines, section D 5c.)

ancillary spaces

The lobby/reception area should include a small consultation room. This room will provide privacy for brief conversations between police officers and citizens. It can also be made available to community service organizations requiring temporary office space in which to conduct their programs.

Public rest rooms should also be included in the design of the lobby/reception area.

special equipment

The following are examples of items that can be included in the lobby/ reception area for the convenience of the public:

- Complimentary coffee bar
- Drinking fountain
- Public telephone
- Display panels for exhibits
- Rack for printed material

All of these elements will tend to make the area more inviting and

special equipment (cont.)

contribute to the objective of encouraging increased public use of police facilities.

proximity requirements

The entrance to the lobby should be a short distance from a visitor's parking area. A well-lighted walk-way should lead directly from the parking area to the entrance.

The station classroom should be adjacent to the lobby/reception area. This will enable the department to

make this room available to community organizations without disrupting police operations in other parts of the building.

The lobby should be directly connected to the waiting room of the juvenile operations area. It should also be relatively close to the conference room and to the commander's or chief's office. The library/reading room should also be convenient to the lobby.

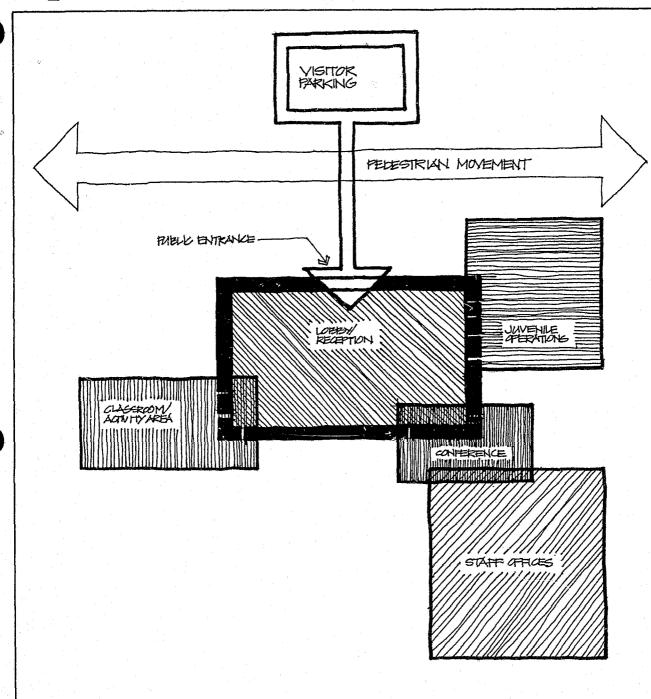
If the building contains a records office, its public service counter should be a short distance from the reception area.

No doors should lead directly from the lobby into an operational area of the building.

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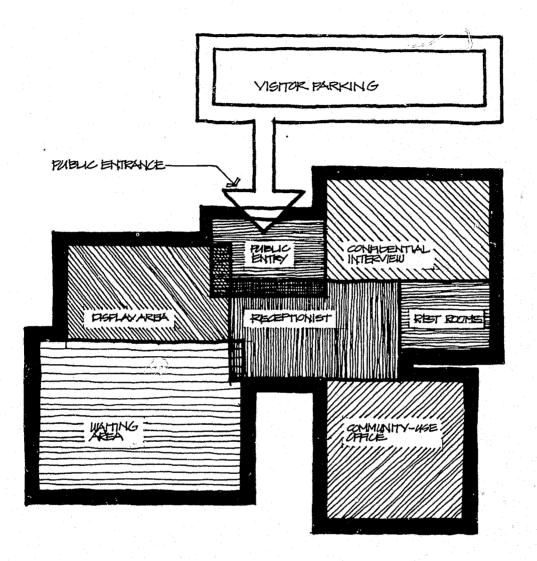


lobby/reception area:

Direct access should be provided between the lobby/reception area and those parts of a police facility frequently used by the public. It is also desirable to locate the juvenile operations area near this part of the building. One of the principal functions of a lobby/reception area is to facilitate effective control of public access to other parts of the building.

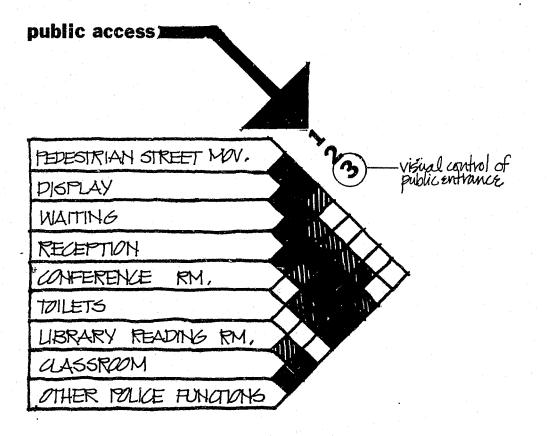
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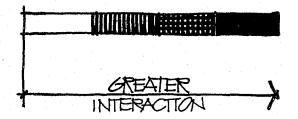
acility components



lobby/reception area.

Seven basic components can be incorporated into the lobby/reception area of a police building. The receptionist should be able to observe and control activities taking place in all of them. Designs employing open planning techniques should definitely be considered for the lobby/reception area. Conveniently located parking spaces for guests are essential to the proper functioning of this part of the building.





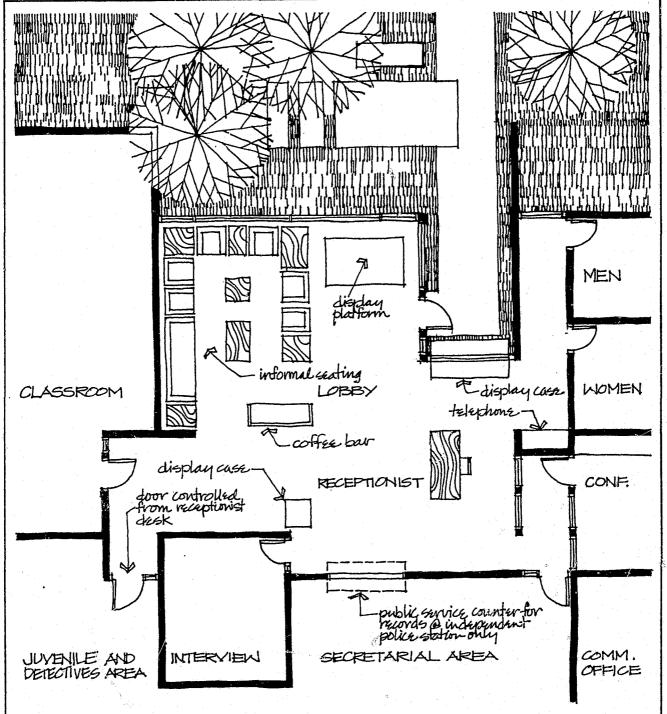
lobby/reception area:

It is essential that a police station receptionist be able to observe everyone entering the building through the main entrance. This is an important part of the security plan for the building. The receptionist should also be able to effectively control public access to other parts of the building.

Cross-references: D5.3c, D1.6f, D2.6f, D3.5f, E8o, G1.lo, G1.2o, G1.3o, G1.8o, G1.5o, G1.6o, G1.7o

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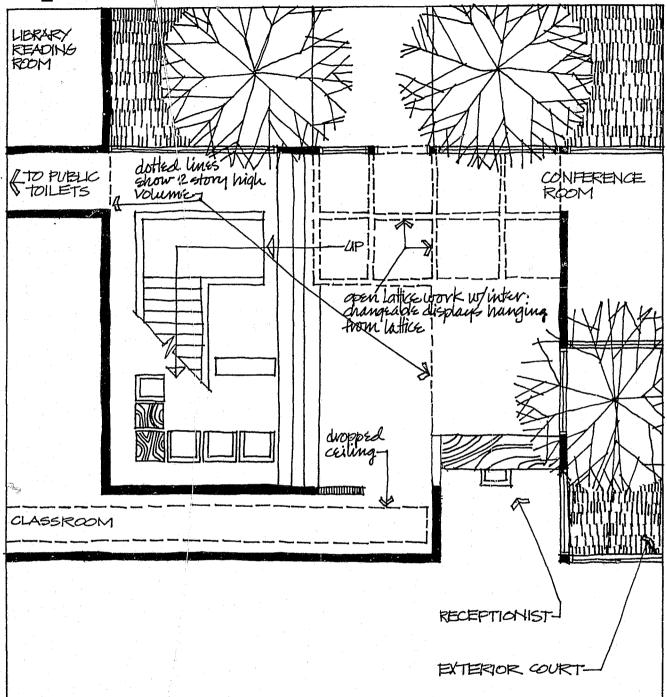


lobby/reception area:

This part of a police facility should include a coffee bar, public telephones, restrooms, and other elements intended to attract citizens into the building. Display space is used by various public information programs. The interview room included in the design above can also be used by civic organizations for temporary office space.

component

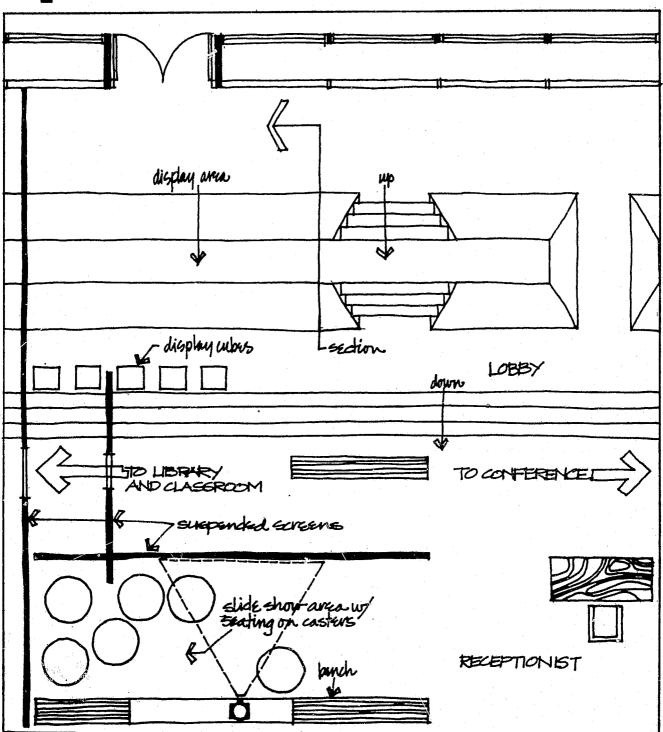
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lobby/reception area:

The lobby of a law enforcement facility is the site of important contacts between the police and the public. It should be inviting, attracting people into the building. Display panels in this area can be used to present graphic materials that help people understand the citizen's role in reducing crime and delinquency.

/ components



lobby/reception area:

Open planning techniques are generally appropriate for this part of a police facility. The design concepts presented here and on the next page are intended to produce an area with a high degree of versatility. A lobby/reception area must be both attractive and functional.

Cross-references: Gl.70

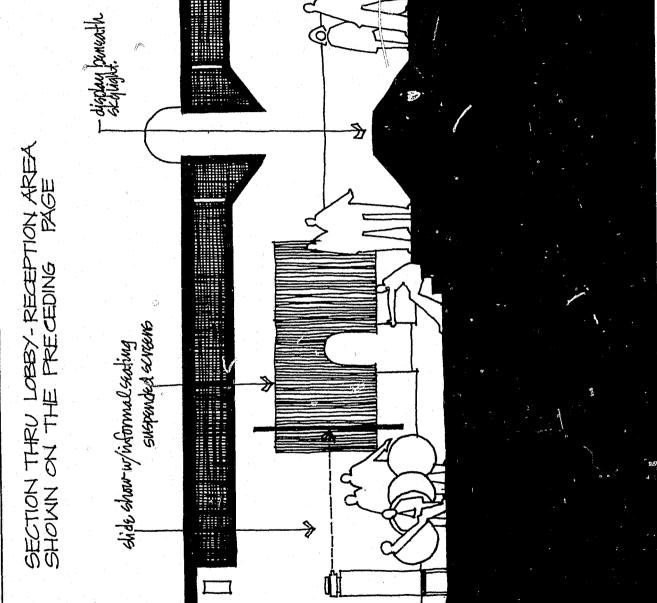
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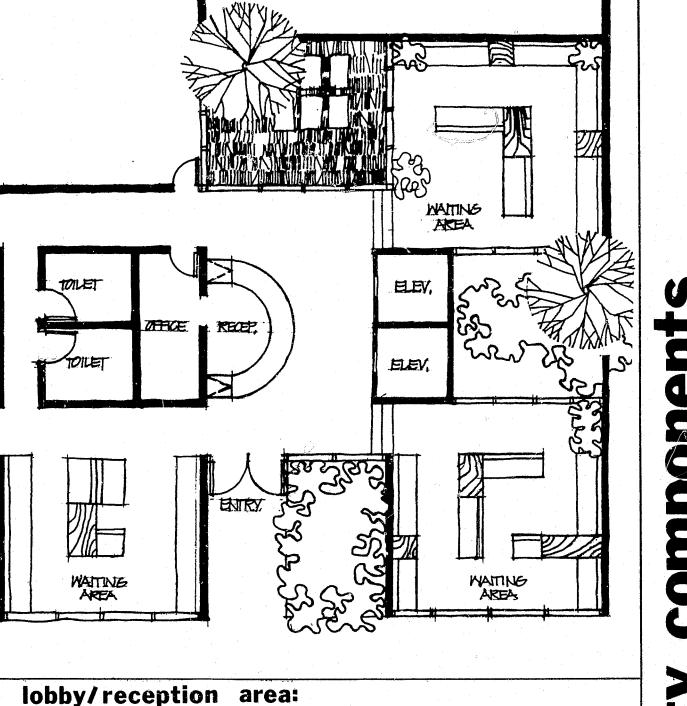


lobby/reception area:

The design of this area should encourage the use of a broad range of graphic materials. The lobby/reception area is the central location of many of the activities of a public information program.

Cross-references: Gl.7o

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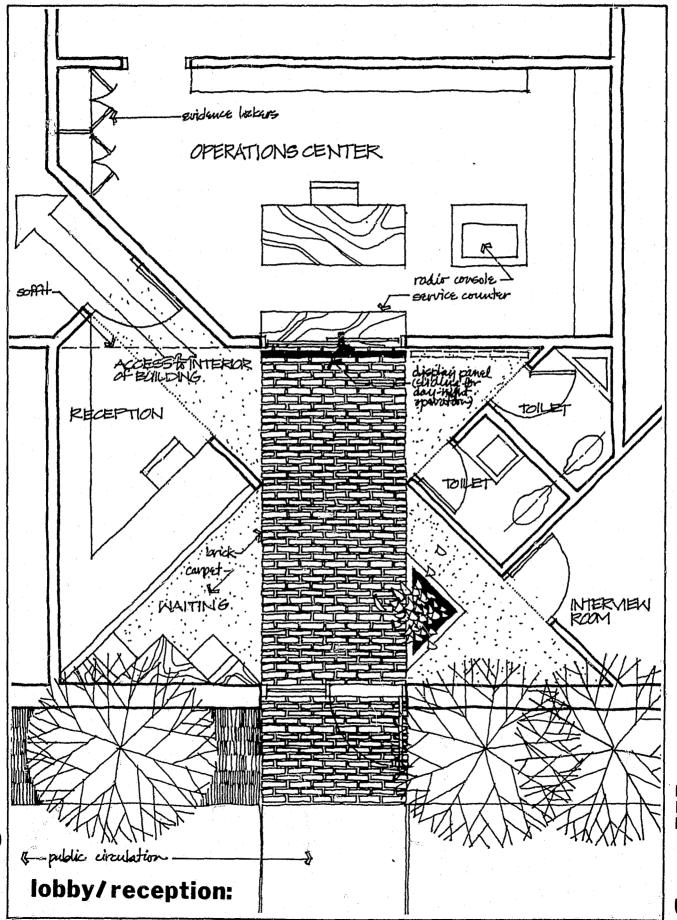


In an Administrative and Technical Services Center (see section D 2f) or large police station, seating should be provided for persons waiting for staff members to accompany them to other parts of the building. This will reduce congestion and facilitate proper control of public access to the facility.

Cross-references: D2.6f, G1.60

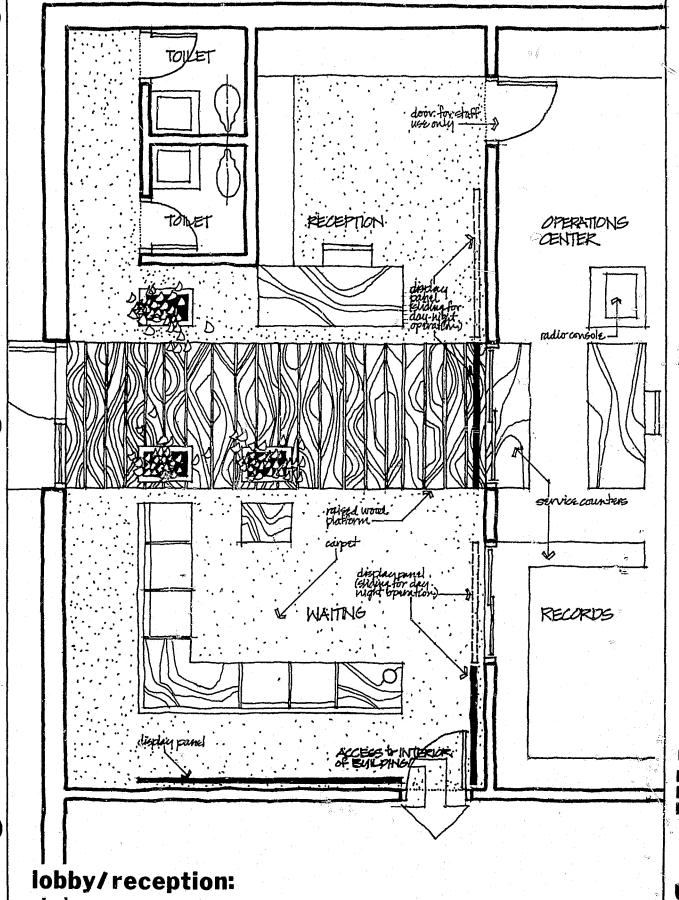
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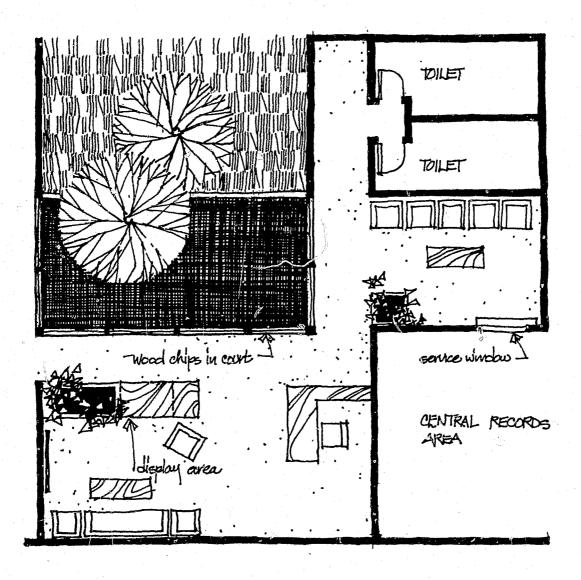


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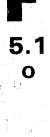


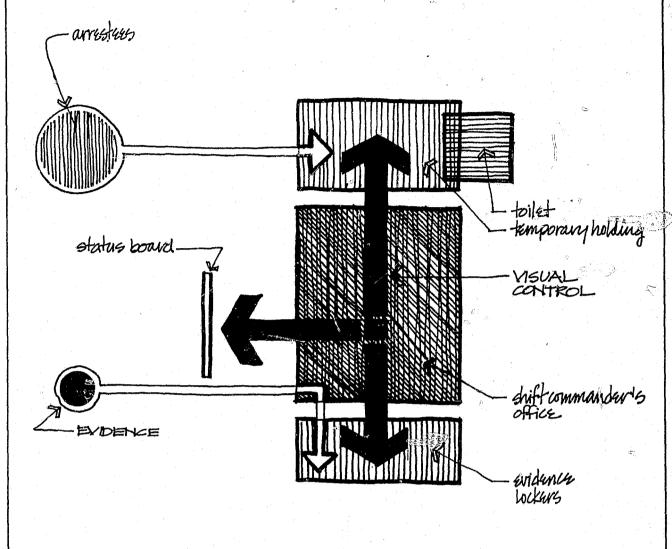
lobby/reception area:

For security purposes the lobby should be completely separate from communications and records areas. In this design a service counter for persons needing records is provided in an alcove.

Cross-references: G7.lo, G1.20

components facility



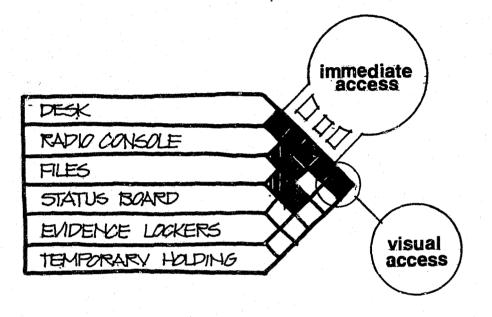


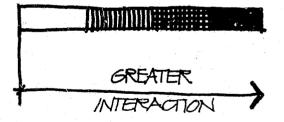
shift commander's office:

The shift commander's office is the operational hub of a Community Police Station. Lockers for the temporary storage of evidence should be installed in this area. Because it is a 24-hour operational area, it is also appropriate to locate temporary holding rooms adjacent to this office. A status/locator board with a map indicating the <u>location</u> of field units should be installed here.

components

F 5.2



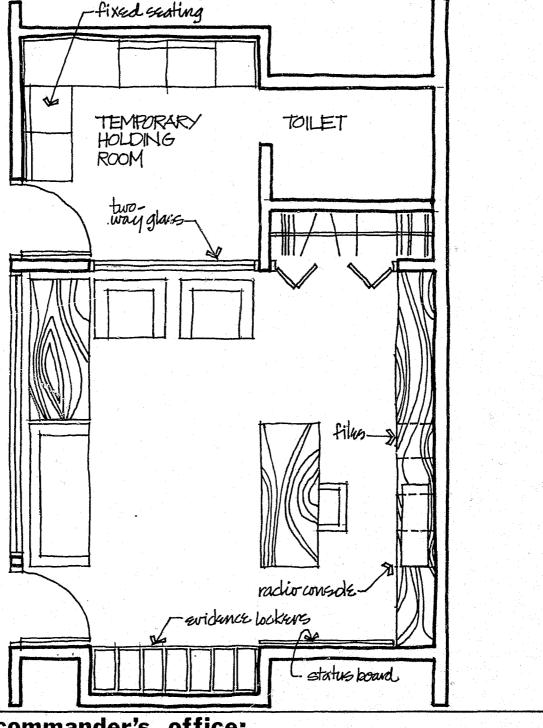


shift commander's office:

Whenever temporary holding facilities are built adjacent to the shift commander's office, he should be able to observe persons held there. The radio console and locator/status board enable the commander to monitor field operations.

Cross-references: F8.lo, D1.13f, G9.lo, and G9.2o





shift commander's office:

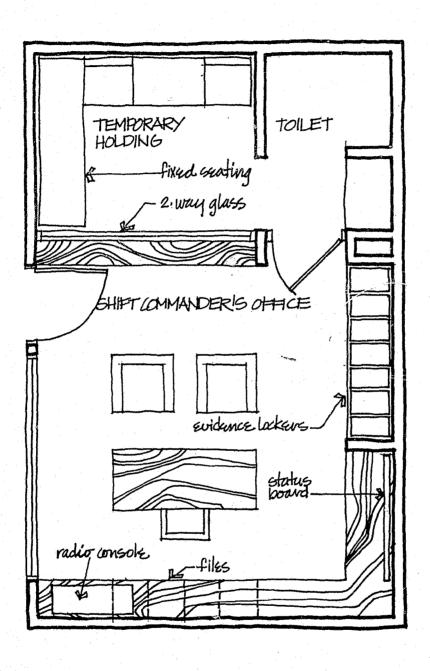
This area should include sufficient space for confidential discussions involving three or four officers. The glass panel separating the shift commander's office from the holding room should be equipped with drapes or blinds to provide privacy when required.

Cross-references: D1.7f, D1.13f, E2.le, F4.li, F4.2i, F4.3i, G9.16

components Cility



components facility



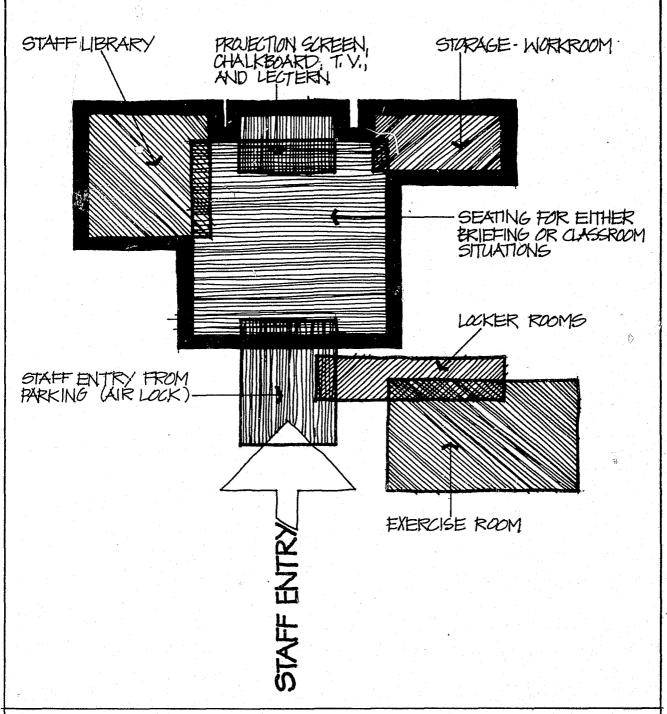
shift commander's office:

This facility component should be adjacent to both the booking area and the professional staff center (see section F 80). Placing lockers for the temporary storage of evidence in this 24-hour operational area provides an added measure of security.

Cross-references: D1.7f, D1.13f, E2.1e, F4.1i, F4.2i, F4.3i, G9.1o

6.1 o

components Cility

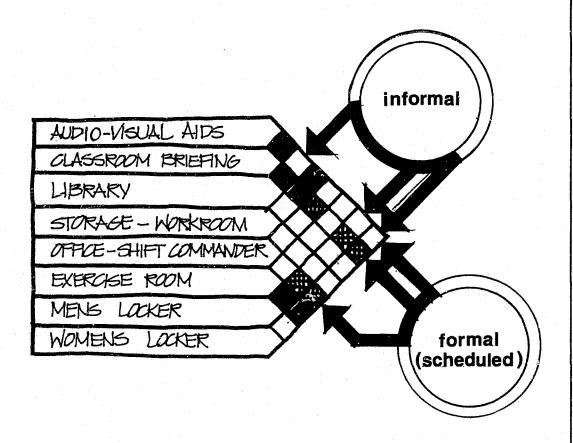


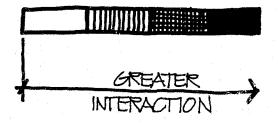
briefing room:

The primary use of this area is for the daily briefings that precede each shift. It can also be used for training. If the briefing room is used for conducting in-service training, it should have the overall appearance of a conventional classroom. Placing the staff library in or near this area will increase the utilization of reading materials.

F

6.2 0





briefing room:

This component forms the core of the police station's professional staff center. It should be convenient to all of the facilities used by police officers on a day-to-day basis. If it is to be used as an instructional area, the briefing room must include space and facilities for audio-visual materials.

Cross-references: F8.10, F8.20

MAIL SLOTS LIBRARY chalkboards CONFERENCE STORAGE one step down SHIFT COMMUNDER SHATING AREA

briefing room:

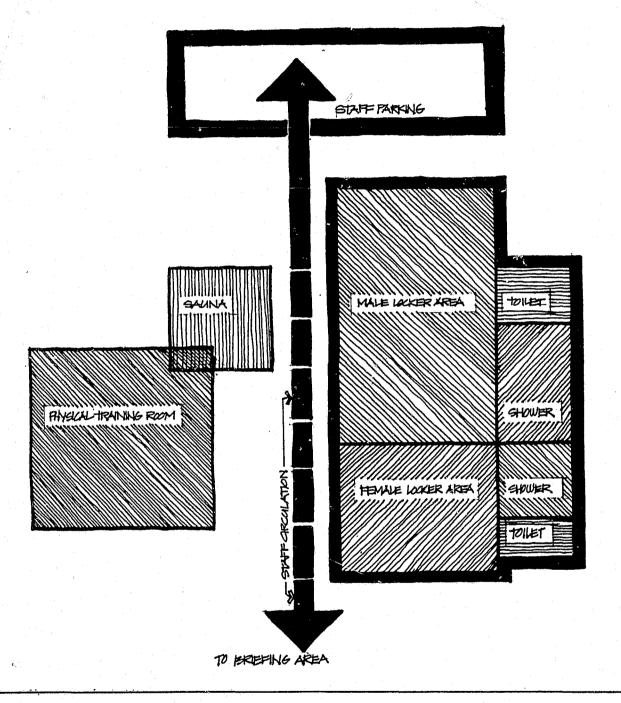
The primary function of this area is to provide a setting for routine briefings and staff meetings. However, the design shown above combines a variety of other functions. Book shelves at one end of the room are used for the station library. A seating area and kitchenette at the other end can be used as a staff lounge. The area is equipped with a rear projection screen and can be used for training classes. (See G40 and E5t.)

6.3

y components

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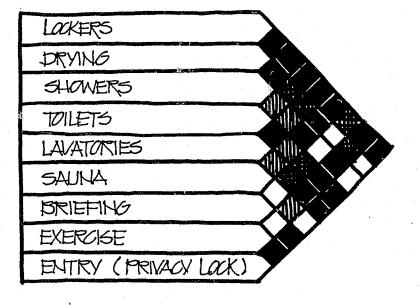
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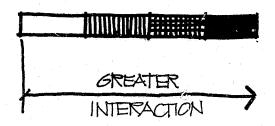


locker room:

This is a major component in a professional staff center. Included in this part of the building are locker and shower rooms for male and female officers. This component of the building should be convenient to the staff entrance and the roll-call or briefing area.





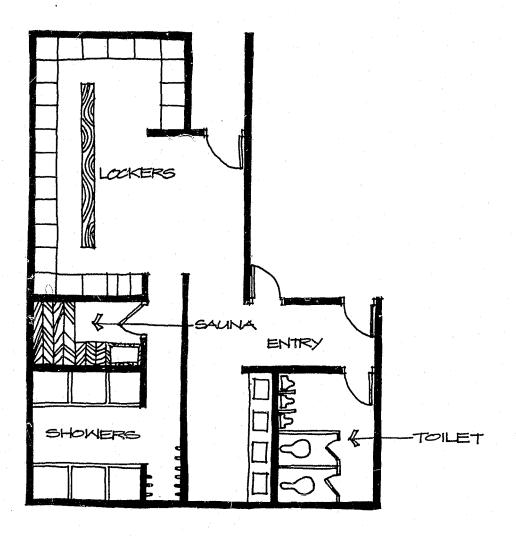


locker room:

A locker room should provide a high degree of security for the clothing and equipment stored there. It should be convenient to the staff entrance and parking area.

F

7.3 0



locker room:

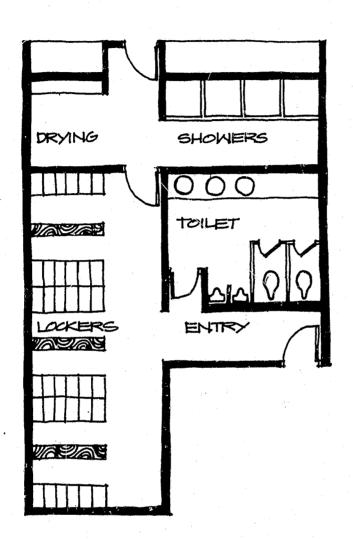
The shower areas in a police building should be located near the exercise and physical training facilities. All floors in this area must have a non-skid, hygienic, seamless finish.

Cross-references: F8.10, F8.40

components cility

F 7.4

components

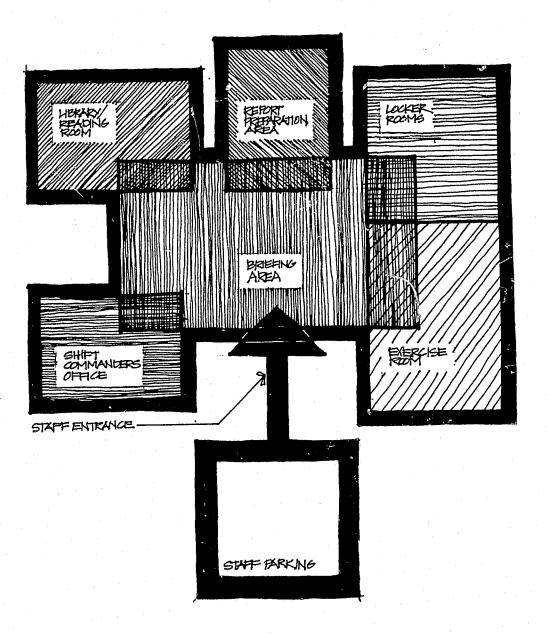


locker room:

This facility component should have sufficient space to provide personal lockers for all police officers using the building. Projections of the anticipated growth of the department should be available to the architect at the time the building is designed.

Cross-references: D1.12f, D1.13f, D5.10f, D5.11f, F8.10

8.1 0



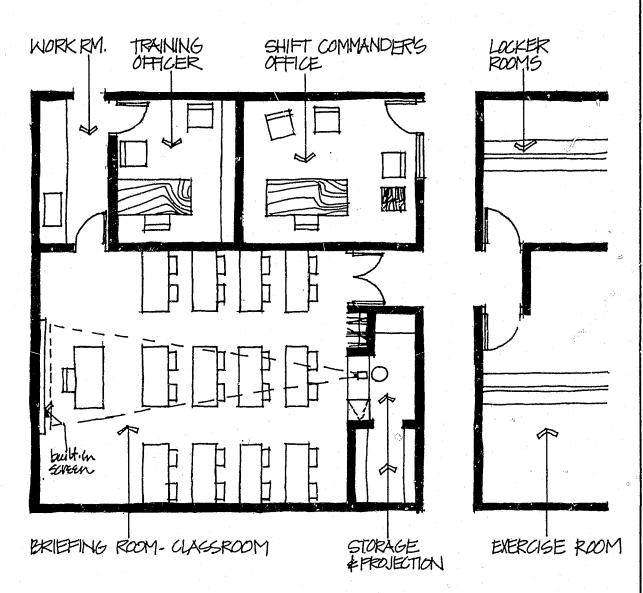
professional staff center:

This part of the building includes all of the facilities used by officers assigned to field service programs. It should be convenient to the area used for parking patrol vehicles. Public access to this area should be restricted.

Cross-references: D1.13f, E7.10, E9.10, E3.1t, E5.1t, G5.10

cility components

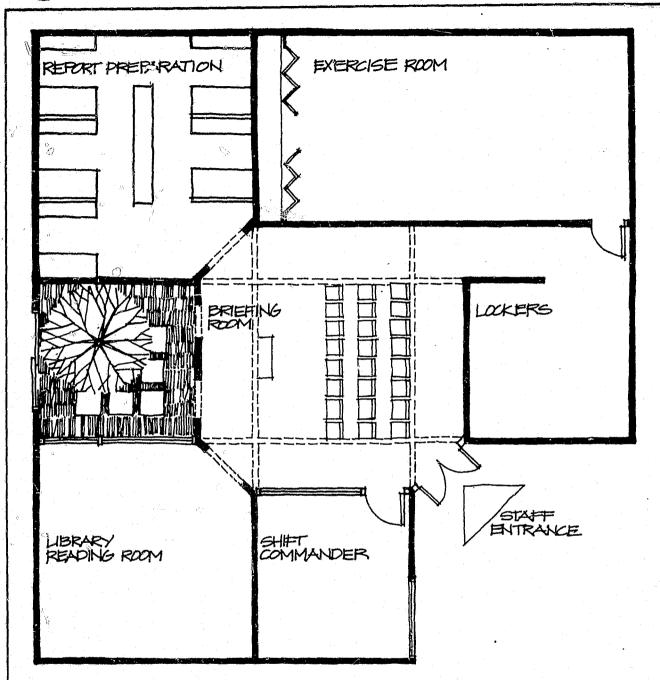
8.2



professional staff center:

In this design, the briefing room is equipped to function as an instructional area. When this space is intended for in-service training activities, a work area for the officer in charge of training should be included.

acility components



professional staff center:

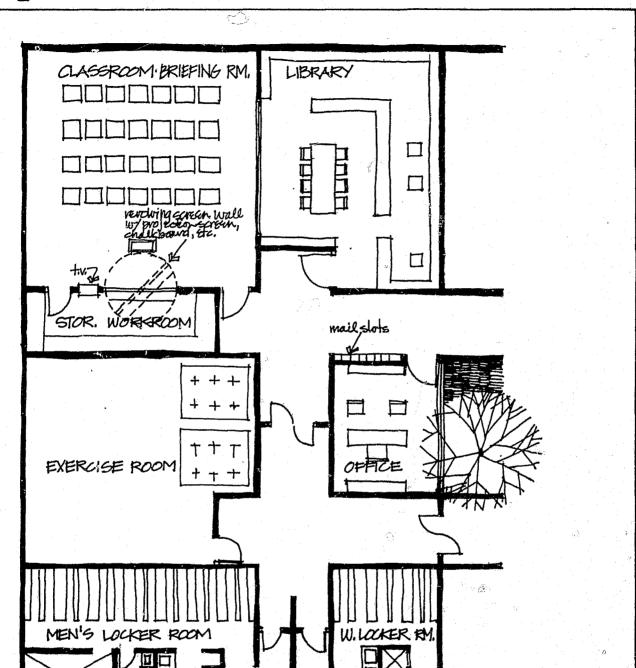
If the police organization is using automated data storage and retrieval systems, the "report preparation" space might contain computer teaminals for entering information from investigation report forms.

Cross-references: Dl.13f, E7.10, E9.10, E3.1t, E5.1t, G5.10

8.3 o

components

facility



professional staff center:

By locating the station's library adjacent to the briefing room, a higher degree of reading material utilization can be achieved. Acoustical control should be sufficient to permit the showing of training films in the briefing room without disturbing operations in other parts of the facility.

8.4

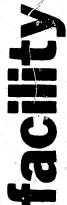
components

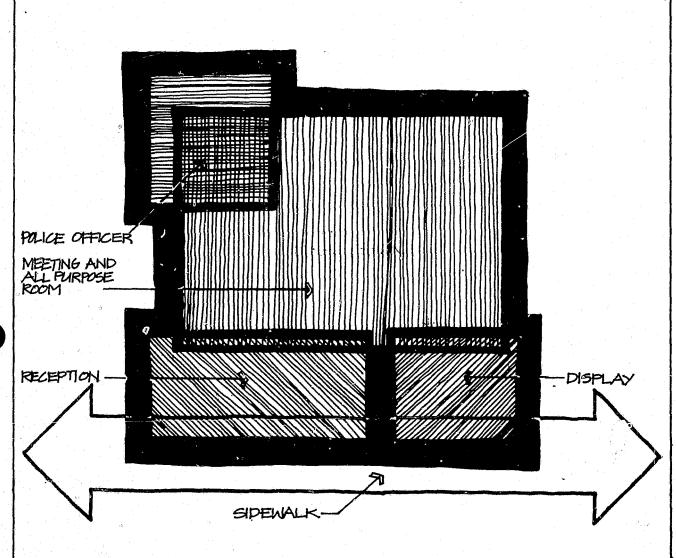
facility



9.1







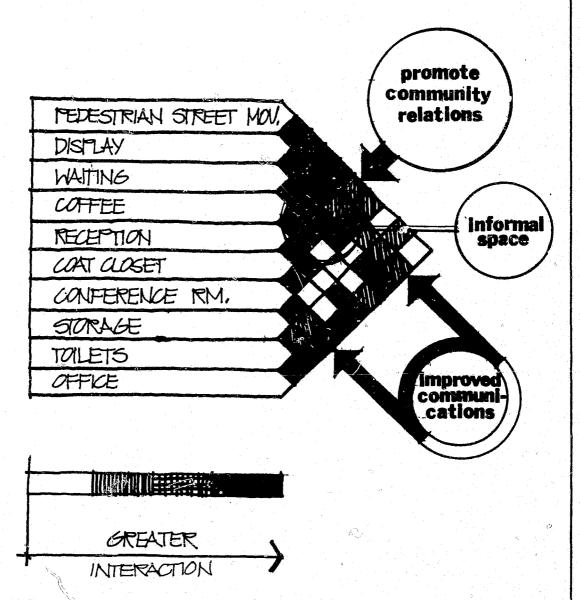
neighborhood walk-in facility:

The main function of this type of facility is to provide an optimal setting for informal meetings between police officers and citizens. It should have adequate space for displaying posters and other educational materials.

Cross-references: D4f

F

9.2

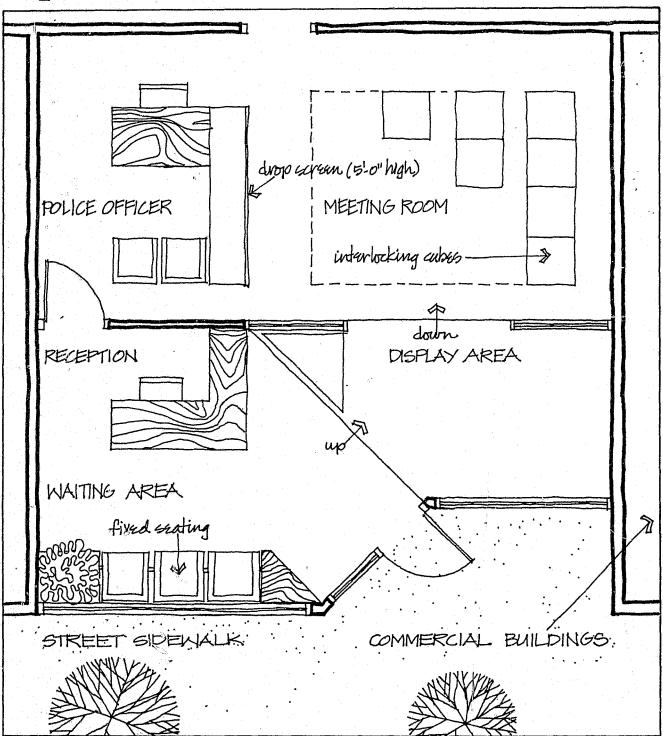


neighborhood walk-in facility:

A community service center should be equipped with comfortable seating, a coffee bar, public restrooms, and other accommodations that will attract pedestrians into the facility. A meeting room with seating for twenty or more can be used for discussions with local businessmen and residents.

Cross-references: D4f

acility components



neighborhood walk-in facility:

The principal function of a neighborhood service center is to help the public understand its role in crime prevention. The display area should be designed to attract passersby into the building. Location in a shopping center is generally quite suitable for this type of police operation.

Cross-references: D4f

acility components

cility components

counseling area

psychological impact

A counseling area's function is to provide an optimal space for meetings between police officers, juveniles, and their parents. The character of this room must not be intimidating in any way. Indeed, it should be arranged to reduce the tension or embarrassment of the people who use it. Discussions with the juvenile and his family ought to be private and low-key, rather than overdramatic or stigmatizing. A judicial or quasi-judicial mood is to be avoided in every possible way.

atmosphere

A counseling area should be an informal room, with no office furnishings (desks, typewriters or files). Chairs should be comfortably arranged, so that no artificial barriers between persons inhibit discussion. A coffee table or other type of stand might be provided for ashtrays and other items. The overall atmosphere of the space should be warm and inviting.

design considerations

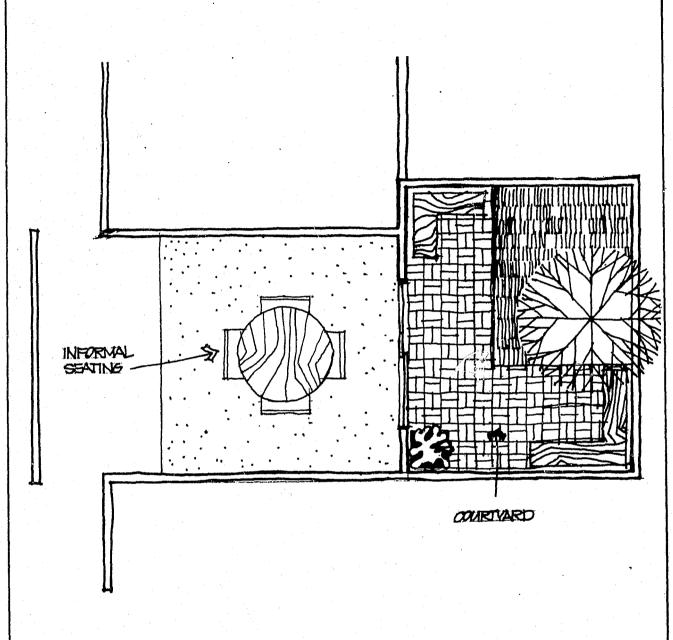
To insure privacy and prevent the embarrassment of the juvenile and his parents, the counseling area should be easily accessible to public parking. It should also be adjacent to the juvenile operations area, so that the people using the counseling area will not come into contact with any of the other operations in the building. It is advisable, therefore, to have a restroom in the counseling room. To further isolate the area, a courtyard might adjoin the counseling room. This exterior space could be used as an alternative counseling area.

proximity requirements

The design of the counseling area should produce a pleasant environment for discussion. Lighting should be controlled, perhaps with a dimmer. Carpeting will help achieve a quiet, warm feeling for the area. All of the seating in the counseling room should be of the same general character. Pictures, plants, and other decorative accesories might be used to further relieve anxiety and to thus produce an optimal setting for the effective counseling of juveniles and their parents.

F

10.2



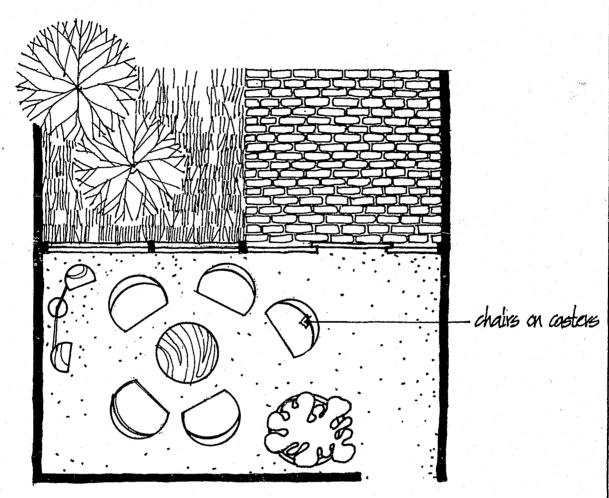
counseling area:

This area is designed for the use of officers meeting with juveniles and their parents. It should be located near the juvenile operations area waiting room. This area should not be furnished with desks and other office equipment. All of the seating in the counseling area should be of the same size and style of construction. The courtyard in this design provides an alternative counseling space.

Cross-references: Cllf, Dl.8f, E4.10, F2.40, G6.10

acility components

10.3



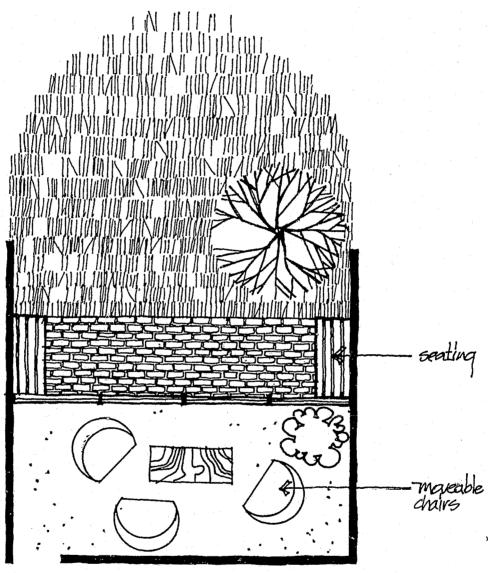
counseling area:

This component of the juvenile operations area is used for meetings between officers, parents and children. Files, desks, and other office furniture should not be installed in this area.

Cross-references: Cllf, Dl.8f, E4.10, F2.40, G6.10

facility com

10.4



counseling area:

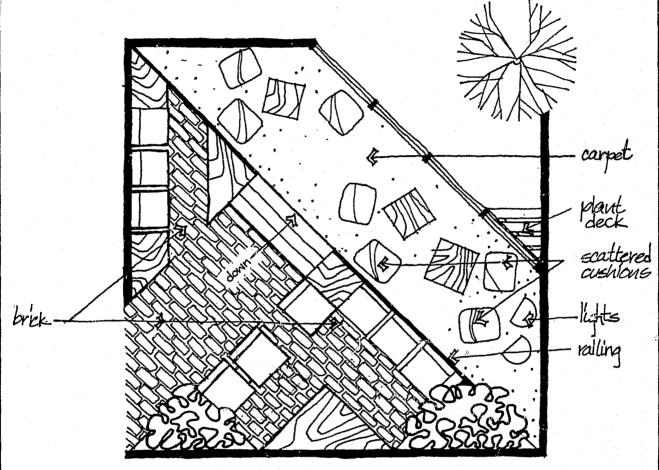
In the illustration above an exterior courtyard provides an alternative counseling space. Informal furnishings should normally be used in this area.

Cross-references: Dllf, Dl.8f, E4.lo, F2.4o, G6.lo

cility component

F

10.5



counseling area:

Counseling spaces in a juvenile operations area should be adjacent to the waiting room. Persons seated in the waiting area should not be able to see or hear activities in the counseling room. Planters, lamps and other decorative items help to produce an informal and inviting atmosphere.

Cross-references: Cllf, Dl.8f, E4.lo, F2.4o, G6.lo

components Cility

1.1

equipment omputer terminal

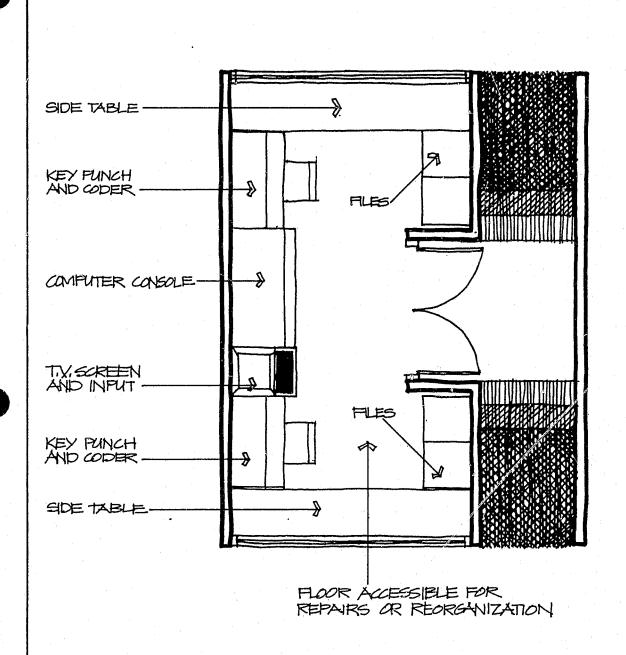
central records area:

In an independent police station (IPS) this component should be located within the security core of the building. The service counter should be protected with bullet resistant glass.

Cross-references: G7.lo, D3.2f, D3.8f, G1.lr, G2.lr

cility component

acility



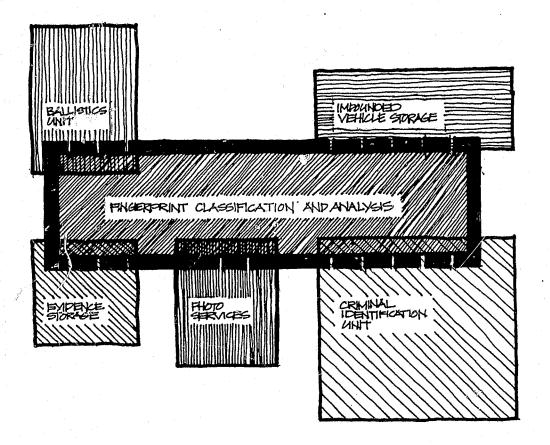
computer processing area:

This is a high security facility component. Both its placement in the building and the design of its entrance should make possible a high degree of control over access. The design above includes two large glass panels for members of the public touring this facility component.

Cross-references: G2.lr

F

3.1 r

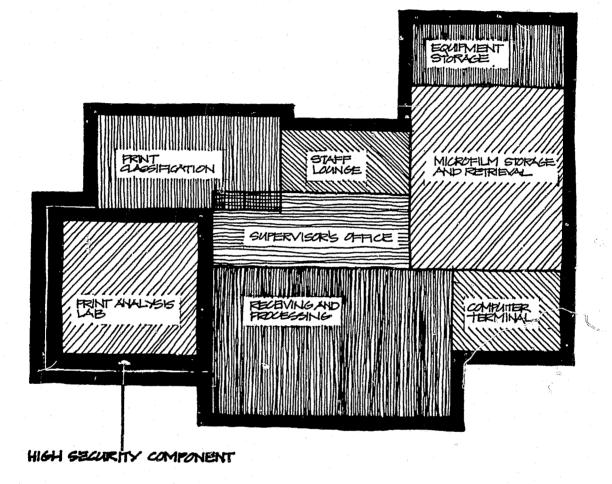


fingerprint classification area:

This area contains the operational components directly related to the conduct of criminal identification programs. Thus, it should be adjacent to the criminal identification unit's work area. Fingerprint experts are also involved in the examination and analysis of much of the physical evidence gathered in the investigative process. For this reason, proximity to the area used for evidence receiving and storage is essential.

component Cility

3. 2°



fingerprint classification area:

This set of functionally-interrelated work spaces must be arranged in a manner that will facilitate the efficient conduct of fingerprint classification and analysis programs. The fingerprint analysis laboratory is used for processing physical evidence and is therefore a high security component of this complex.

Cross-references: C4a, D2.9f, G3.lr, G4.lr

component



cility components

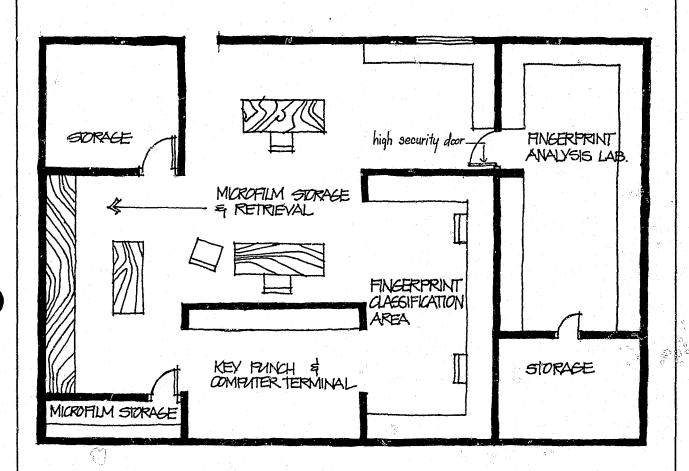
photographic appointues. STORAGE FINGERPRINT CARD RECEIVING A FROCESSING high security munchiner MICROFILM HILLERTRINI STORAGE ANNALSIS 9 RETRIEVAL SUPERVISORS LAB OFFICE microfilm reader-printer FINGERPRINT CLASSIFICATION fuming companson moroscopemicroscope appearative KEY PUNCH COMPUTER video display SUPPLY STORAGE consol MICROFILM STORAGE

fingerprint classification area:

Planning the functional work spaces for this program requires a thorough analysis of the flow of materials related to criminal investigation and identification. The service counter in the receiving and processing area should normally be adjacent to the criminal identification unit's operational area. The laboratory area is used for the examination of physical evidence. The lab is a high security zone, and it should be equipped with built-in storage lockers for the evidence being processed there.

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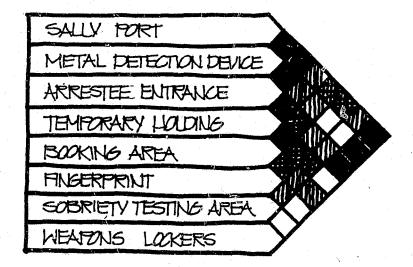
fingerprint classification and analysis area:

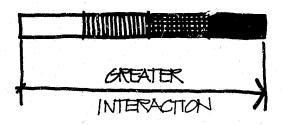
This is a major facility component in an Administrative and Technical Service Center (ATSC). It should be located in close proximity to the crime laboratory, ballistics shop, and evidence storage vault.

Cross-references: C4a, D2.8f, D2.9f, G3.1r, G4.1r

components Cility







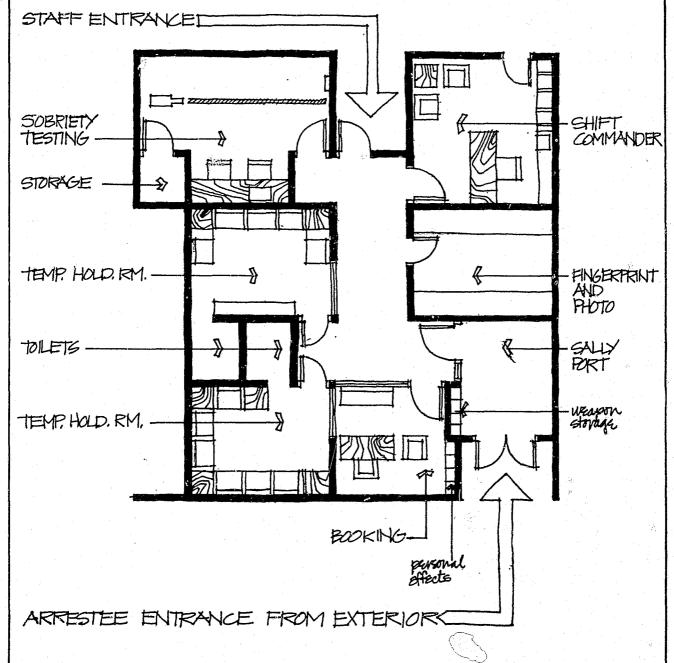
prisoner processing area:

The arrangements of components in this part of the building should facilitate the efficient and humane handling of persons detained by the police. This area should be separated from all other operational areas of the building.

Cross-references: Gl.li, G2.li, G3.li, G4.li, G5.li

j

1.2



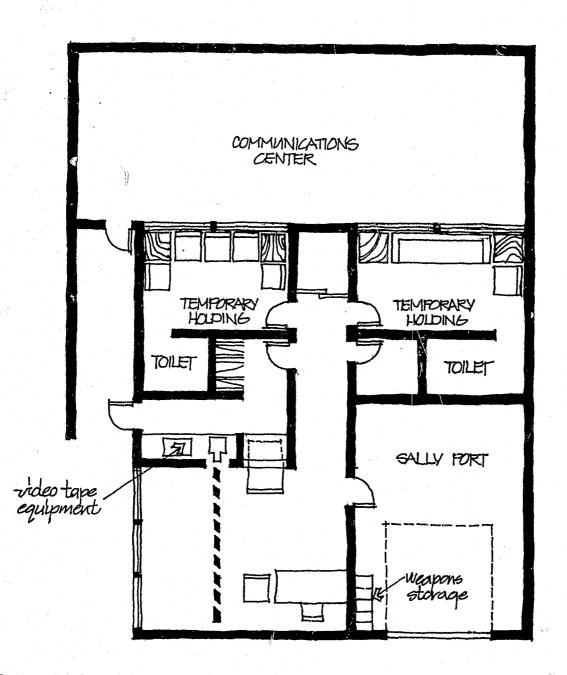
prisoner processing area:

An enclosed sally port facilitates the transfer of prisoners from vehicles into the processing area. All furniture in the booking office and the temporary holding rooms should be securely fastened to the floor or walls. The sobriety testing space can also be used when physical searches of prisoners are necessary.

components

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1:3



prisoner processing area:

1

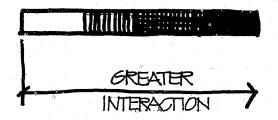
Personnel on duty in the communications center are able to see into the temporary holding areas without leaving the radio console.

Cross-references: D1.8f, D1.13f, E1.11, E2.11, E3.11, G4.11

components **facility**

Cility component

HOLDING ROOM VIDEO TESTING AREA BREATHALIZER TESTING STORAGE-EQ REPAIR TOILET

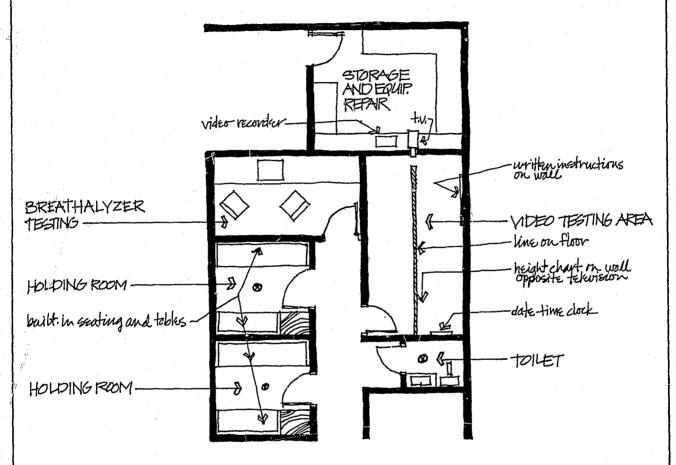


sobriety testing area:

This component is used for producing videotapes of DWI suspects. It also contains space for breathalyzers and other sobriety testing apparati. It should be located near the sally port entrance.

T

Cross-references: G5.li



sobriety testing area:

This area has everything needed for the proper handling of DWI suspects. Persons are detained here for brief periods for "sobering up." Although high security is not required in the holding rooms in this area, they must be well-lighted and ventilated.

Cross-references: G5.li, E2.li

components facility

booking area

special equipment

Those arrested and detained by the police should be able to look back on that experience with the feeling that they have been treated fairly and courteously. The entire process of arrest and booking should be conducted in a manner that enhances the individual's self-esteem and respect for the criminal justice process. As an aid to accomplishing these difficult objectives, the booking process must take place in a setting that is highly conducive to polite interaction. (See civility guidelines, D6c.)

One of the problems a police officer may face in attempting to treat the people he arrests with courtesy is the fact that, under these circumstances, people are often belligerent and uncooperative. Therefore, it is essential that the booking area possess features which will tend to have a calming effect on both prisoners and booking officers.

The colors, textures, and lighting used in the booking area should make the occupants feel that it is a special part of the building where quiet and orderly conduct is appropriate. Because of the behavioral expectations carpeting connotes, this type of floor covering should be used throughout the booking area. Carpeting is also desirable because of its excellent acoustical properties.

This area should incorporate secur-

ity features that will help officers to maintain control over arrestees without having to resort to physical restraint. The booking area should contain no exterior windows, although the use of a panel of unbreakable glass between the booking area and the corridor is desirable. In most cases the booking area should have only one entrance.

No items of furniture or equipment that might be picked up or used as a weapon should be included in the booking area. No surfaces or materials that are susceptible to vandalism should be visible to arrestees while they are in the booking area. Built-in metal cabinets with secure doors and hardware should be provided for all equipment used in the booking process. If arrestees are seated on a stool while being photographed, it should be securely bolted to the floor.

Security features should be engineered into the design of the booking area in such a way that the occupants will be entirely unaware of them. There should be nothing in the overall appearance of the room to suggest that security is a significant consideration. The room must provide a pleasant, unintimidating environment.

proximity requirements

The booking area should be near the entrance used for bringing prisoners into the building. It should be immediately adjacent to the temporary holding rooms used for searching and detaining adult arrestees.

If a fingerprint analysis and classifi-

7 3.1

components Cility

proximity requirements (cont.)

cation program is conducted in the building, it should be near the booking room. In some cases it may be practical to connect the fingerprint section and the booking area by means of a small service window. Fingerprint forms can then be easily transferred to the analysis section.

The booking room should never be located near the lobby/reception area. It should also be separated from all of the other operational components of the building.

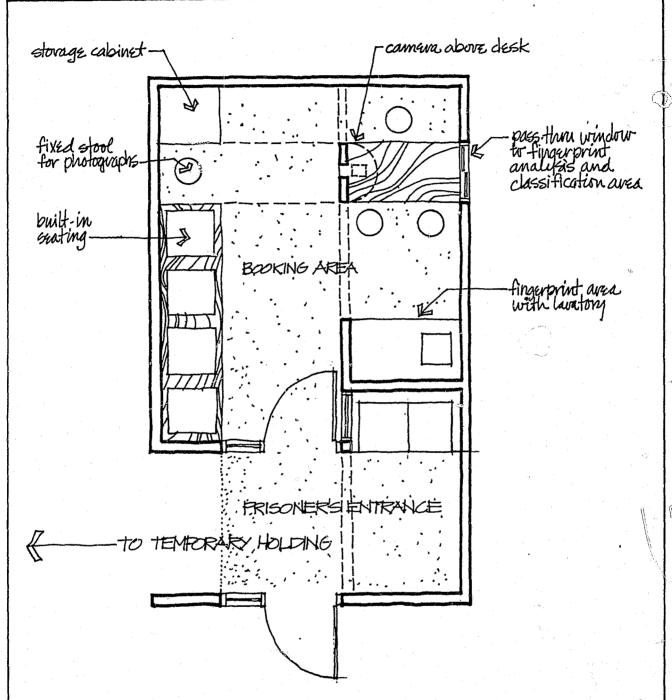
special equipment

A booking area will normally contain the following items of equipment:

- Fingerprinting equipment
- Wash basin with soap and towel dispensers
- Built-in storage cabinets
- Camera with lighting equipment
- Wall-mounted height indicator

cility components

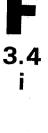
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booking area:

The design of this area should be compatible with the objective of courteous, non-coercive handling of persons under arrest. It should have an attractive and pleasant atmosphere. Sufficient storage should be provided so that no movable objects are visible anywhere in the booking area.

Cross-references: D6c, D14c, E2.li, E3.li, G1.li, G5.li



component cility

fingerprinting with flip top7 stool for photographs recessed lighting desk top tr fill out forms. cass thru * all furnitures and equipment is built-in built in camein BOOKING AREA plan carpet

booking area:

section

Operations in this area of a police facility have a high potential for interpersonal conflict. Thus, every effort should be made to create an atmosphere that is calming and conducive to courtesy. The booking area should be a non-threatening environment.

Cross-references: D6c, D14c, E2.li, E3.li, G1.li, G5.li

temporary holding room

design considerations

The purpose of a temporary holding room is to provide a suitable place for the detention of arrestees for periods of up to four hours. In most jurisdictions, a large proportion of those arrested are held in police custody for relatively short periods of time. People may be held for a few hours pending identification checks, or for a "cooling off" period following an altercation. The majority of those arrested will either be released on bond or transferred to a corrections intake center within a few hours following their initial detainment.

This type of holding facility is intended for use with the categories of offenders most often held in police custody. Although a temporary holding room should almost eliminate the probability of escape, it is not designed for holding belligerent and uncooperative prisoners charged with serious crimes of violence. This type of prisoner should normally be detained under high security conditions. He will generally be transported directly from the scene of his arrest to a high security facility. However, such arrests will tend to be relatively rare events.

Although highly aggressive prisoners will rarely be held in police custody, temporary holding rooms should have all of the features required for the safe handling of violent and destructive persons. By constructing each

detention room in this manner, department personnel will be equipped
to cope with almost every possible
situation.

The room should be brightly lighted and equipped with attractive, vandal-resistant furniture. On entering the room, a person should have the impression he is in a waiting room. All security features should be built into the room in an unobtrusive manner.

special equipment

Placing a person in the temporary holding room should not mean isolating him. The room must be equipped with a large, unbreakable glass panel. This panel allows the detainee to see out and enables those in the building to monitor his behavior. Except for a small toilet cubicle, all parts of the room should be readily visible from the outside.

Lighting fixtures should be recessed in the ceiling or walls and mounted in tamper-resistant enclosures. The level of lighting in the room should not differ from that of the other rooms in the facility.

A metal door equipped with an automatic security lock is recommended for most temporary holding rooms. Locking the door should not require the use of a key or of any other device visible to the detainee.

Plumbing fixtures should be operated by tamper-resistant push-button controls.

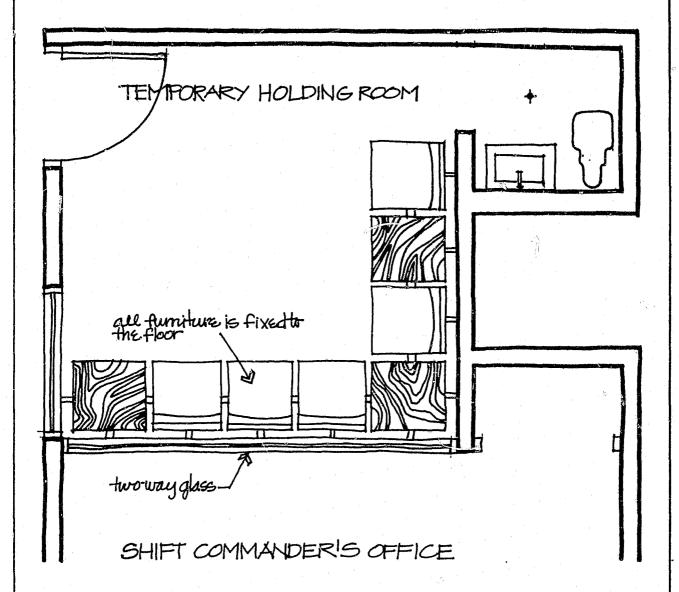
components cility

A temporary holding room should provide a reasonably comfortable, nonthreatening environment. It should have a calming effect on anyone who enters it. Reducing hostility and anxiety will contribute to the safety of both the prisoners and of those who must manage them.

If the person is eventually found guilty, his experience while in police custody should be consistent with sound correctional practice. The character of the temporary holding room should in no way contribute to a further criminalization or alienation of the offender. The detention space should provide a non-punitive setting that respects the dignity and personal worth of all who are placed there. If the person is found to be innocent, his experience with the criminal justice system should not be the more exasperating because of the accommodations provided.

Temporary holding facilities can be located in two parts of a Community Police Station. Generally, one or more rooms of this type should be located near the booking area. Additional holding rooms can be placed near the detectives' work area.

For reasons of both security and safety, the glass panel must face a room that will be occupied during most of the time that a person is detained there. The shift commander's office is one 24-hour operational area that could be considered. The dispatching room of an Independent Police Station is another. By placing one or more temporary holding rooms adjacent to the dispatchers' work area, the prisoners' behavior can be easily monitored without leaving the radio console. This arrangement avoids isolation and greatly increases the level of security provided by this facility component. (NOTE: It is as important for the prisoner to be able to see out as it is for police personnel to see in.)



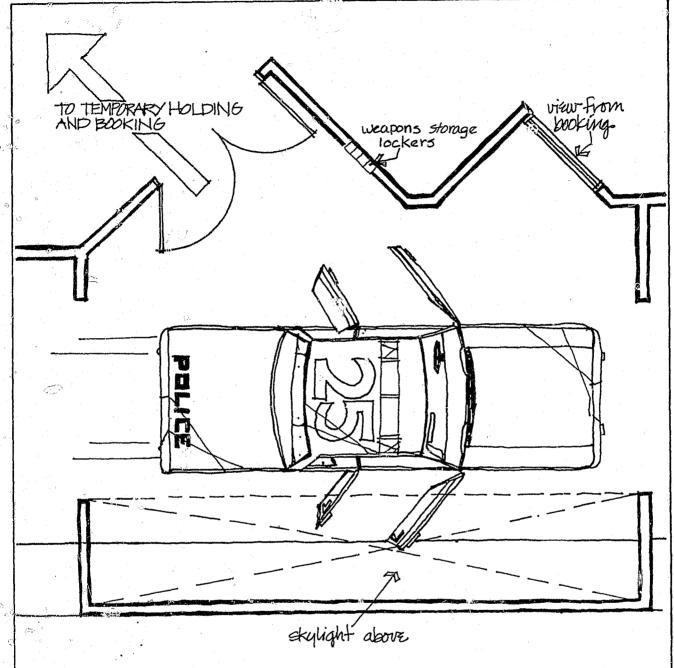
temporary holding room:

This component should have the overall appearance of a small waiting room. Glass panels in the walls and doors should open into 24-hour operational area. The illumination in a temporary holding room should be equal to that in adjacent rooms.

Cross-references: D10.4c, E1.1i, G4.1i, G2.1i

components

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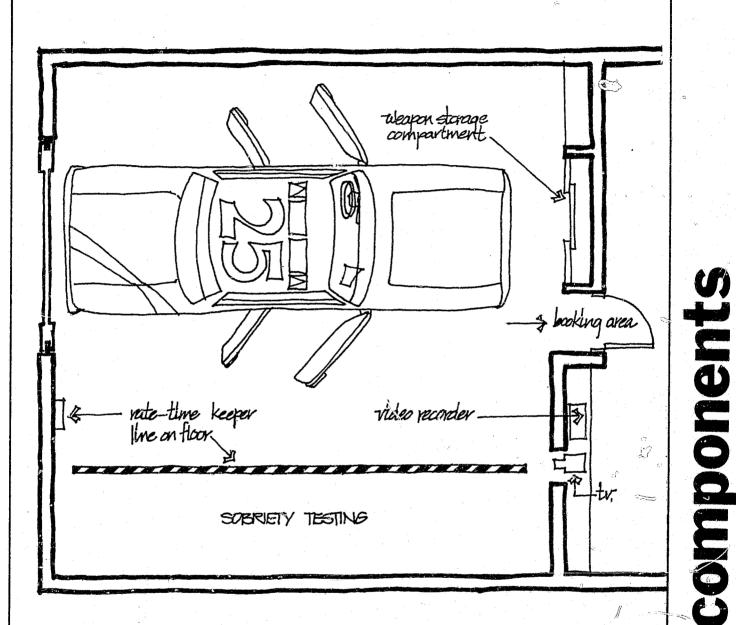
sally port:

A drive-thre sally port should be equipped with electrically - operated automatic doors at both ends. There should be a high level of illumination in the interior. In the illustration above, a skylight is used to produce a bright, non-threatening atmosphere.

Cross-references: G3.2i, G6.li

acility components

5.2



sally port:

A sally port is designed to facilitate the rapid and safe tran of prisoners from an automobile into the building. It should be equipped with an electronically operated security door. It should be on the same level as the prisoner processing area.

Cross-references: G3.21, G6.11

a Call ty

evidence receiving and processing room

facility

An evidence receiving and processing room is a component of an Administrative and Technical Services Center. It is the area where all evidence is received prior to being examined by forensic scientists, ballisticians, or other evidence technicians. Control numbers are assigned, and a file is established on each item of evidence. Evidence received by mail is unwrapped and prepared for examination and storage. Records are maintained to indicate the status of evidence during the time that it is in the possession of the police.

equipment

Two types of equipment are necessary for an evidence receiving and
processing room. A large work table
and scales for weighing certain types
of evidence are examples of equipment needed for evidence processing.
In addition, various sizes of bags
and other containers, rolls of tape,
and a supply of stick-on labels
should be on hand. A desk, filing
cabinets, and a typewriter are the
types of equipment needed for the
record keeping function of the evidence storage unit.

ancillary spaces

A large supply closet with adequate shelving should be provided in the evidence receiving and processing room. This closet will contain all of the printed forms and other materials used by the evidence custodians in performance of their duties.

design considerations

An evidence receiving and processing room should be designed for maximum security because it contains the only entrance to the evidence storage unit. Every effort should be made to eliminate the possibility of sabotage or burglary. A "Dutch door" with a service counter on top of its lower half for receiving evidence should be the only entrance. Traffic in and out of the room should be minimal. For security reasons, no windows should be included in this space.

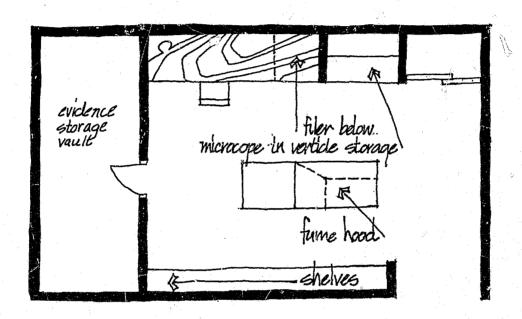
For security reasons, personnel working in this room will be isolated. Thus, every effort should be made to make the evidence receiving and processing room an attractive work area. Bright colors for the office files and other equipment are recommended. (See section D18c.) Bright carpeting will make the area more lively and less tiring for personnel who must work for long periods standing up. The level of illumination should be appropriate to the tasks performed.

components



evidence

1.2 e



evidence receiving and processing room:

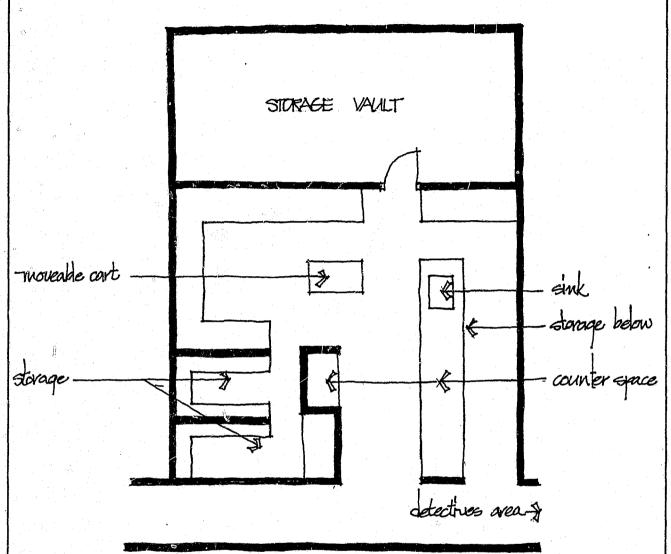
A work room for the initial handling of evidence should be located adjacent to the evidence storage vault. In the independent police station (IPS) this area should be equipped with items used for the analysis of physical evidence.

Cross-references: E4.le

components

evidence

_ 1,3



evidence receiving and processing room:

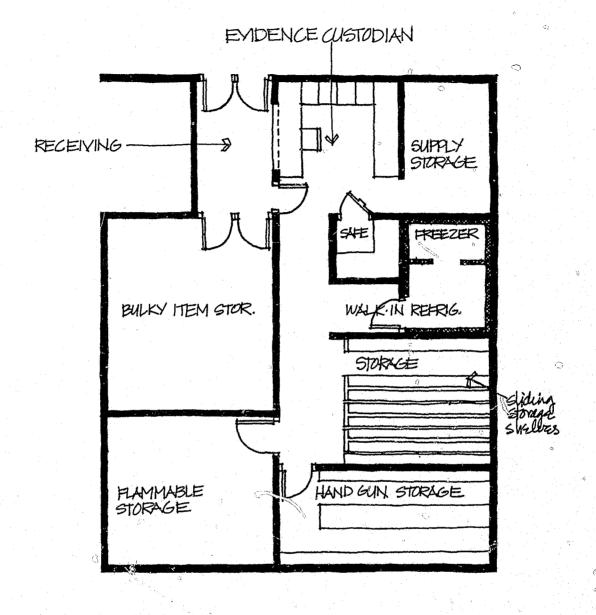
This component of an independent police station (IPS) should be adjacent to the evidence storage vault. It should also be located near the detectives area.

Cross-references: D3.8f, E4.le

acility component

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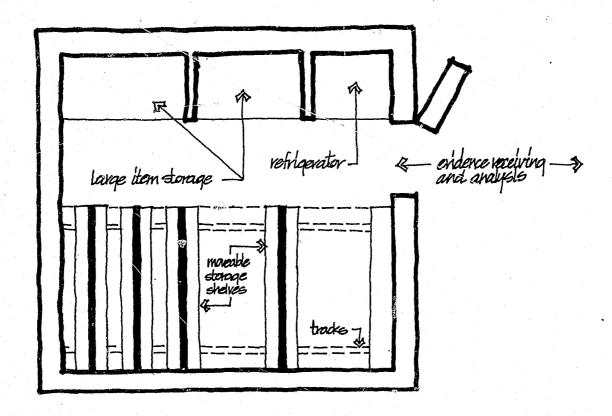
evidence storage vault:

This area must provide high security storage for a wide range of evidentiary materials. Evidence related to criminal proceedings may be held for periods of up to five years. The use of shelves that slide on tracks permits the storage of large quantities of evidence in a relatively small area. The evidence custodian's work area is used for receiving and processing evidence from the field.

Cross-references: D2.9f, C7a, D10.5c

Componer

2.2 e



evidence storage vault:

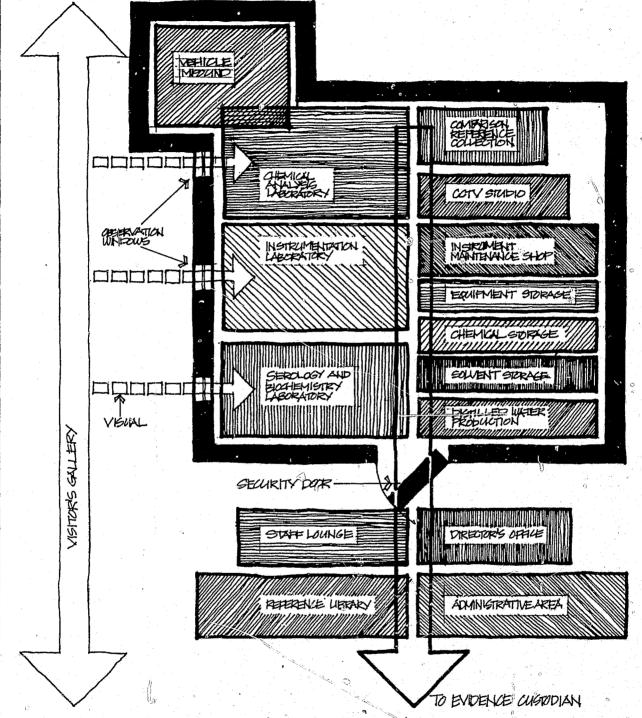
This component of an Administrative and Technical Service Center (ATSC) should be equipped with maximum security hardware. Movable shelves provide large volume storage in a relatively small area.

Cross-references: C7a, D2.9f, D10.5c

acility components

3. e

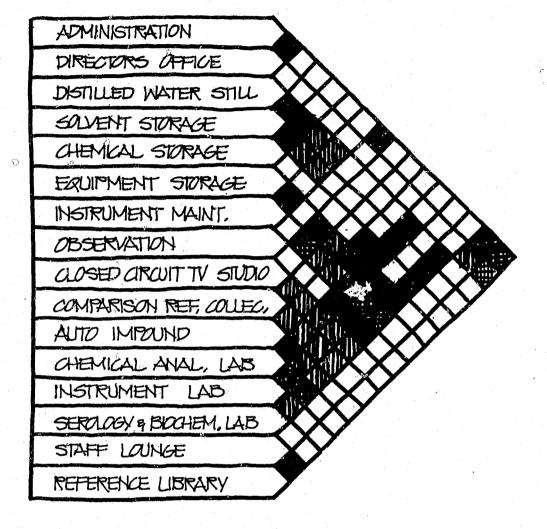


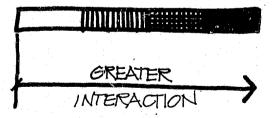


crime laboratory:

This is a high security, limited-access area that provides a full range of facilities for the examination and analysis of physical evidence. The library contains technical reference works. It is also used for staff meetings. The CCTV studio is used for preparing instructional materials and for transmitting testimony to court.

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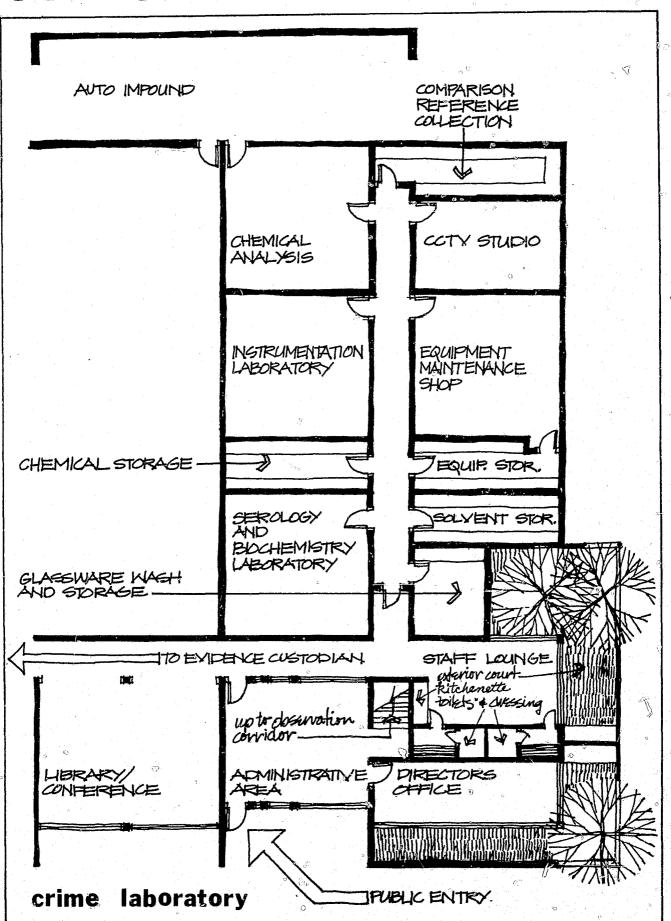


crime laboratory:

A full-service forensic laboratory consists of sixteen interrelated components. The principal work area is divided into three laboratories - chemical analysis, instrumentation, and serology. The observation gallery should be designed to allow visitors to view operations in each of these three areas without actually entering them.

Cross-references: C9a, D2.8f, D2.9f

facility components



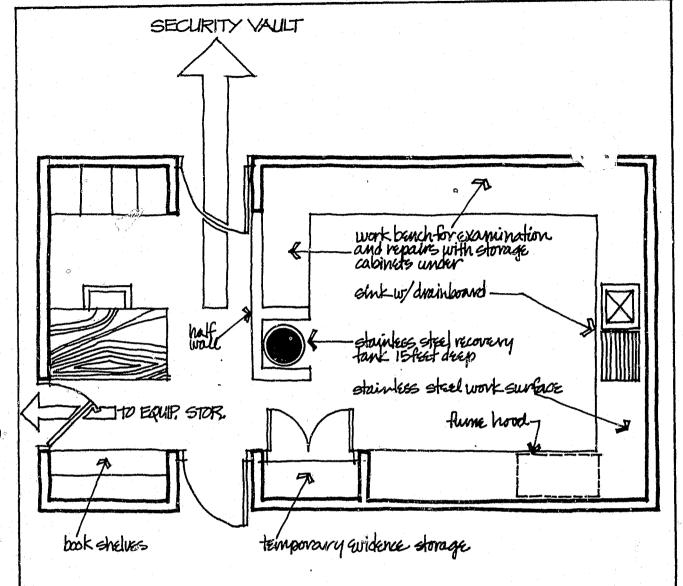
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components



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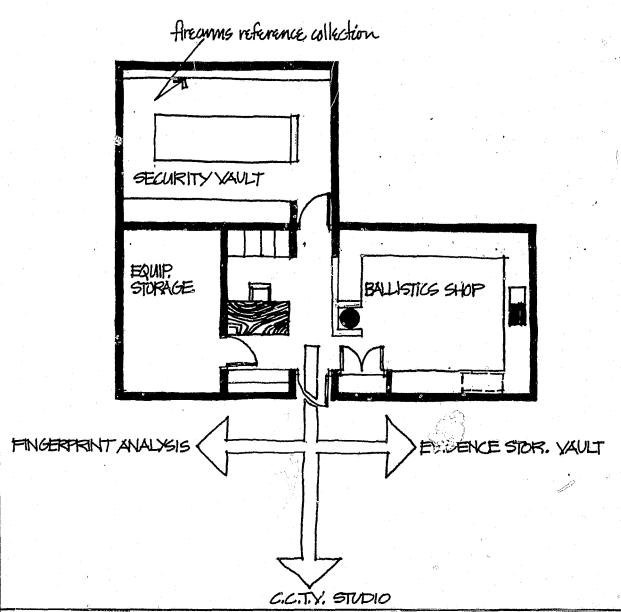
ballistics shop:

The ballistician's work area consists of two components. The office space is used for administrative functions. The laboratory space is used for the scientific examination of weapons and bullets. This facility component should be adjacent to the crime laboratory and the evidence storage vault. It must also be relatively close to the fingerprint analysis laboratory.

Cross-references: C6a, E1.le, G2.le

components THU U

4.2



ballistics shop:

The ballistician's work area should include a high security storage facility for maintaining a firearms reference collection. This facility compenent should be located in the security core of an Administrative and Technical Services Center.

Cross-references: C6a, E1.le, G2.le

lity components

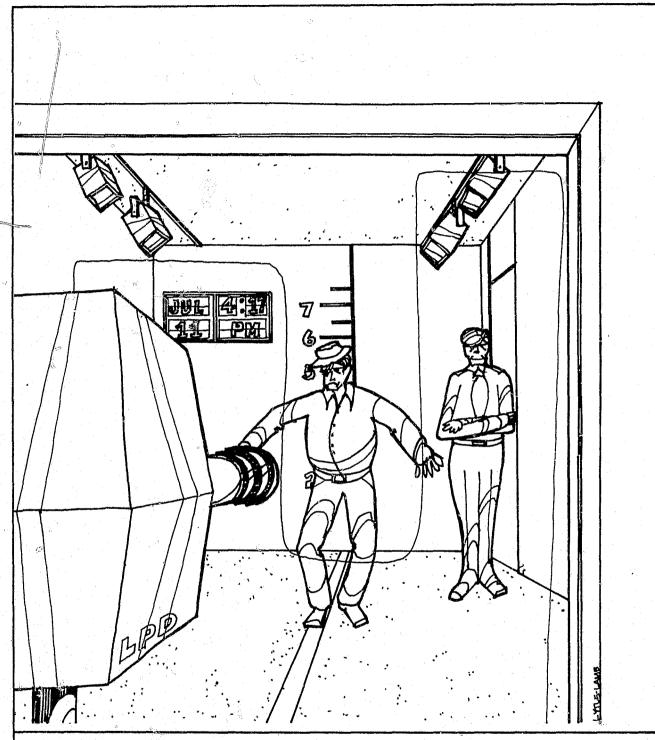


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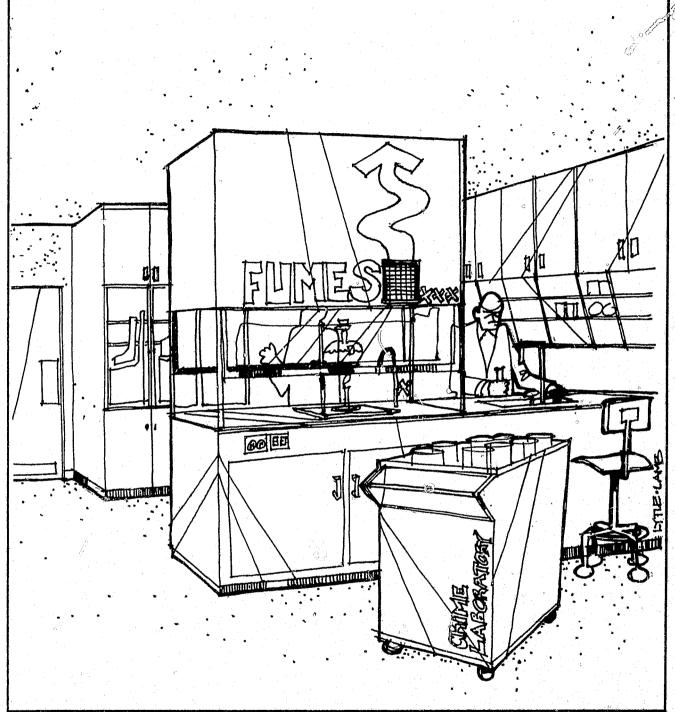
sobriety testing area:

The use of videorecordings can be highly effective in processing DWI cases. The area used for this function should be adjacent to the booking room. Lighting and other equipment should be built in. It is also recommended that the camera and recorder be placed in a separate room connected by a glass panel.

Cross-references: F2.li, F2.2i

G 1.1 e

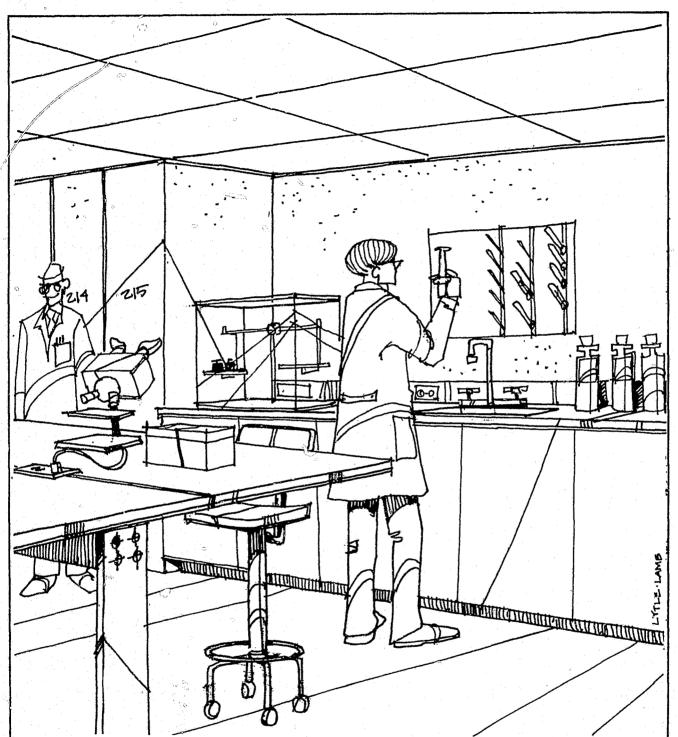
component Cility



crime laboratory:

The crime laboratory is a major component of an Administrative and Technical Services Center (ATSC). It should be located adjacent to the fingerprint clarification and analysis area. It must also be in close proximity to the evidence storage vault.

Cross-references: C9a, D2.8f, D2.9f, D10.4c, E4.le, F3.le, F3.2e, F3.3e



crime laboratory:

Crime laboratories should normally be located within the security core of an ATSC. The absence of windows in this area presents lighting problems. In the illustration above a luminous ceiling has been used to achieve effective overall lighting. Storage must be provided for all equipment used in the laboratory.

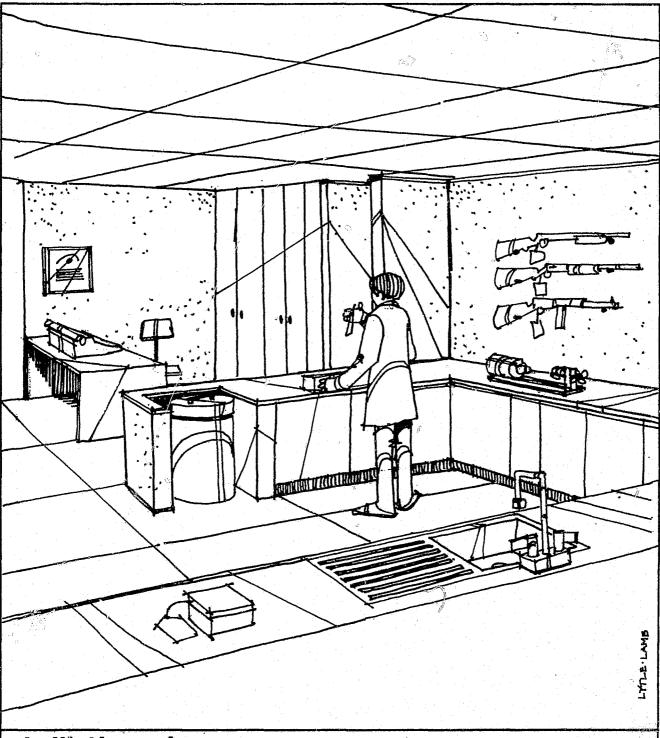
Cross-references: C9.8a, D5.5c, D10.4c, D14.4,c E4.1e, F3.3e, G1.1e, G1.2e

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ballistics shop:

The ballistics analysis area should be adjacent to the evidence storage vault and fingerprint classification unit. It should be equipped with a bullet recovery tank.

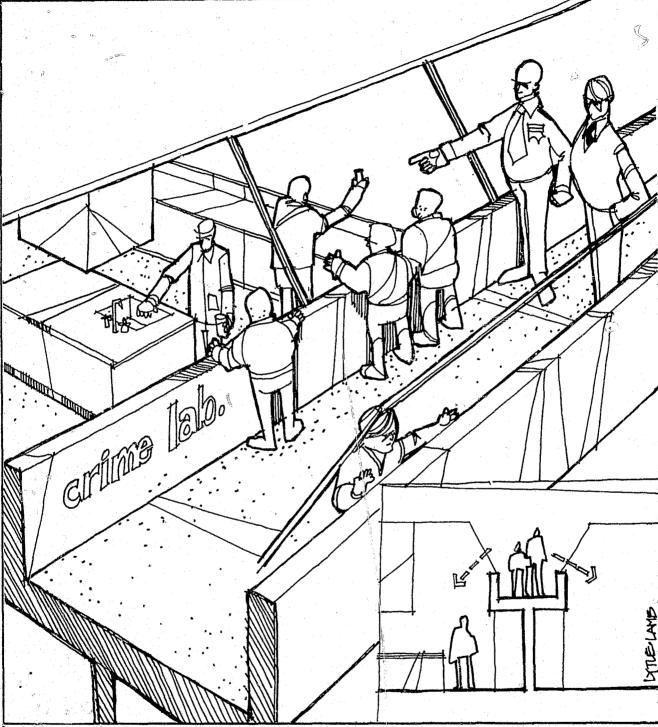
Cross-references: C6a, E1.le, F4.le, F4.2e

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visitors' observation gallery:

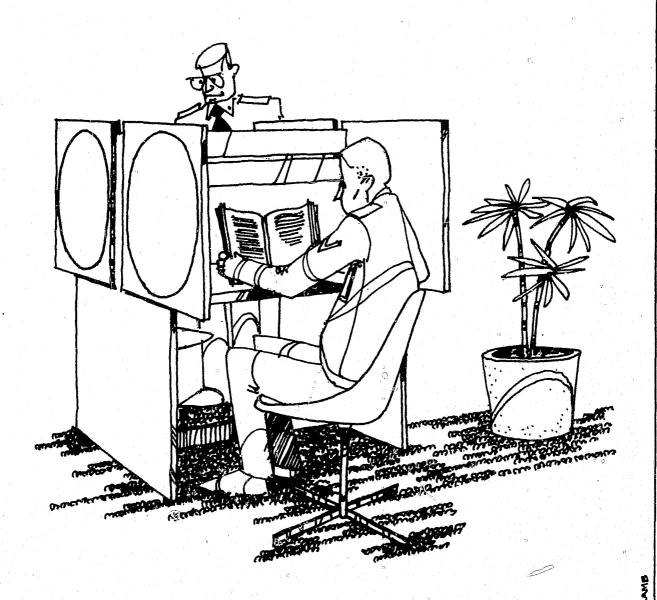
A crime laboratory is one of the components of an Administrative and Technical Services Center (ATSC) that should be equipped with an observation gallery for "visitors. Groups should be able to view activities in the laboratory without entering the area.

Cross-references: C9a, F3.le

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library/reading room:

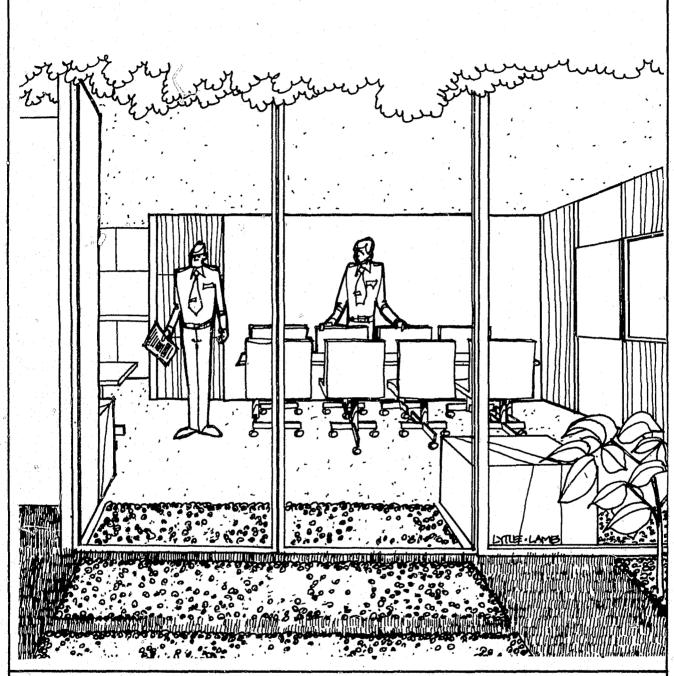
An area for books, periodicals and other instructional materials is an important part of a professional staff center. This room should contain several study carrels. This area should be adjacent to the briefing area.

Cross-references: F7.lt, F7.4t, C7s, E6.lt, F8.lo, F8.3o, F7.lt, F7.2t, F7.4t

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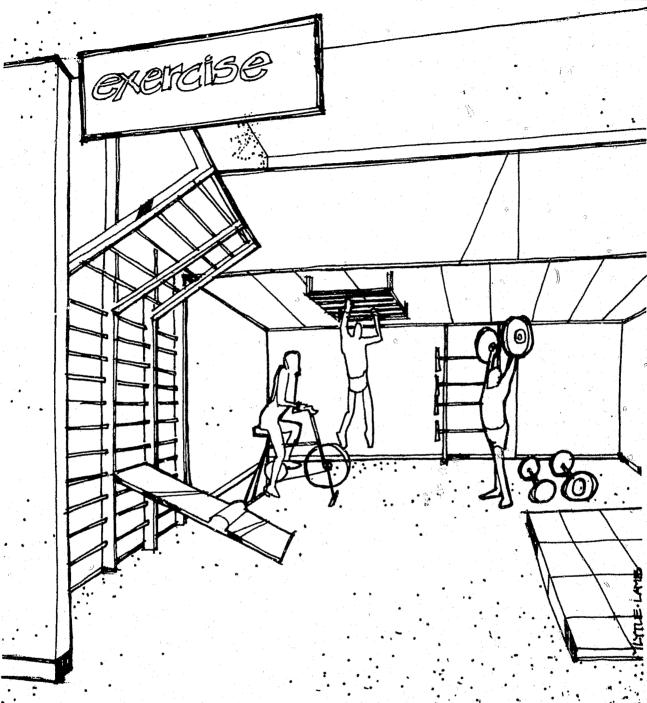
component Cility



seminar room:

Seminar rooms provide an excellent setting for small group discussions. A Criminal Justice Training Academy should include a variety of instructional areas.

Cross-references: D5.7f, F2.lt, F2.2t, F2.4t, F2.6t



exercise room:

A well equipped physical training area is an important part of the professional staff center in a Community Police Station. This area should be well ventilated and brightly lighted. This facility is used with physical fitness and weight control programs. It is also used for instruction in self-defense techniques.

Cross-references: D10.4c, D15.4c, E3.lt, F9.lt, F9.2t, F8.lo, F8.2o, F8.3o

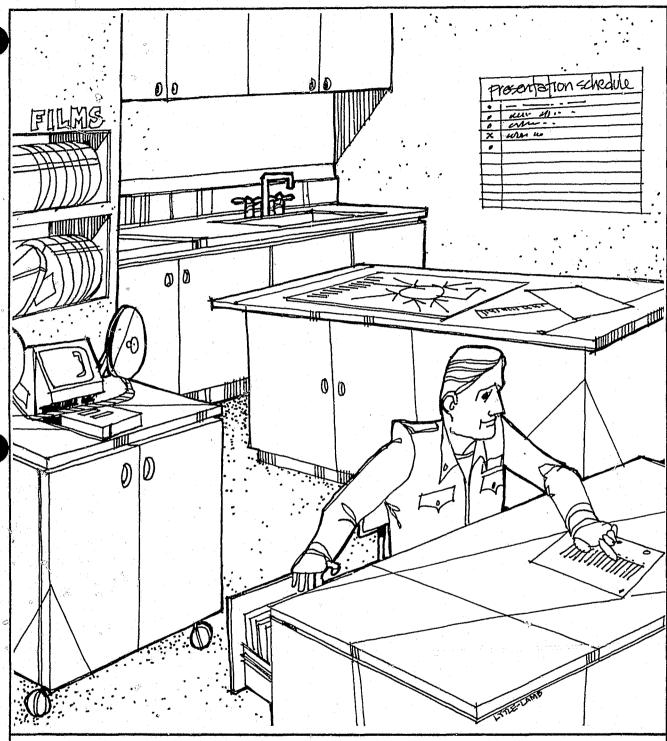
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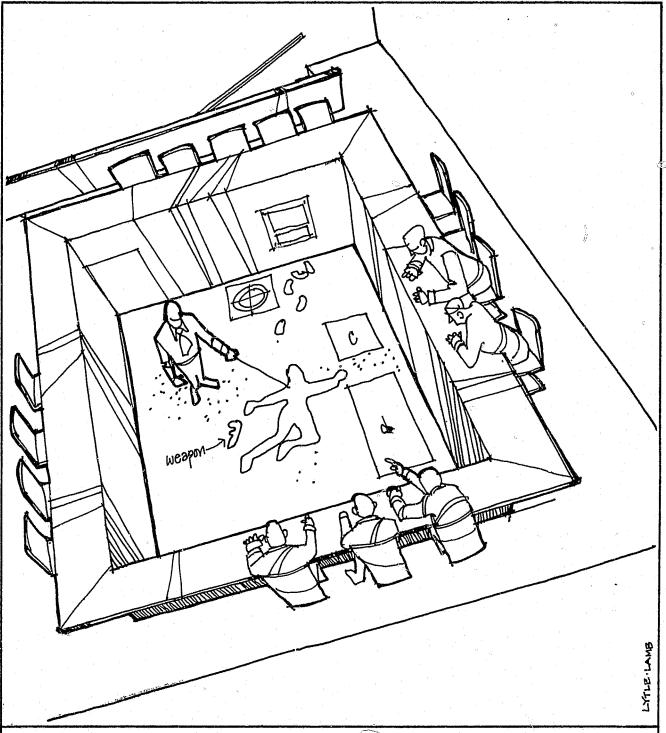
training officer's work area:

This facility component should be adjacent to the classroom in a community police station. It should contain sufficient work surfaces for preparing a variety of training aids and instructional materials.

Cross-references: Fll.lt



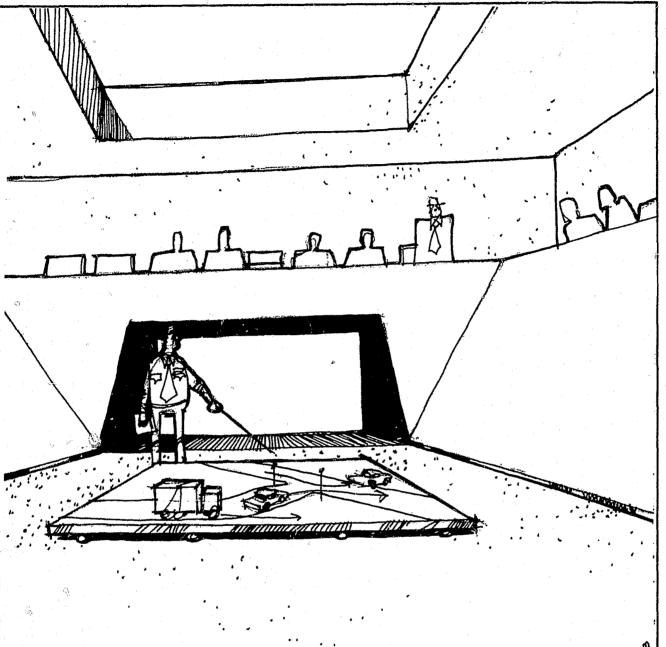
component dat



special classroom:

Crime scene procedures are demonstrated in this theater-classroom. This component of a criminal justice training center is used for various types of instruction requiring students to observe detailed action. It should include sufficient built-in storage space for training aids needed by instructors.

Cross-references: D5.6f, F6.1t, F6.2t, F6.3t



special classroom:

In this specially designed classroom students are seated on an elevated platform overlooking the instructional arena. The room can be quickly transformed into a simulated crime scene or court room.

Cross-references: D5.6f, F6.1t, F6.2t, F6.3t

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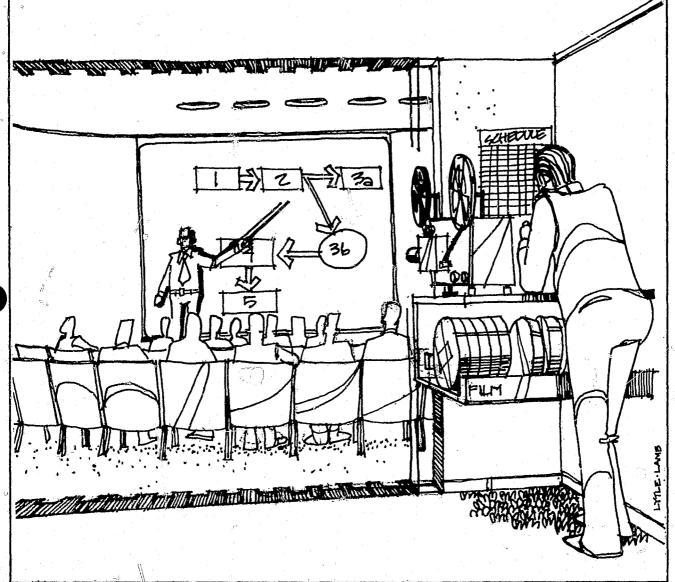
special classroom:

A criminal justice training academy should contain at least one instructional area for classes that require students to observe demonstrations of technical procedures. Students are seated on an elevated platform overlooking the instructional area.

Cross-references: D5.6f, F6.1t, F6.2t, F6.3t

G 6.1

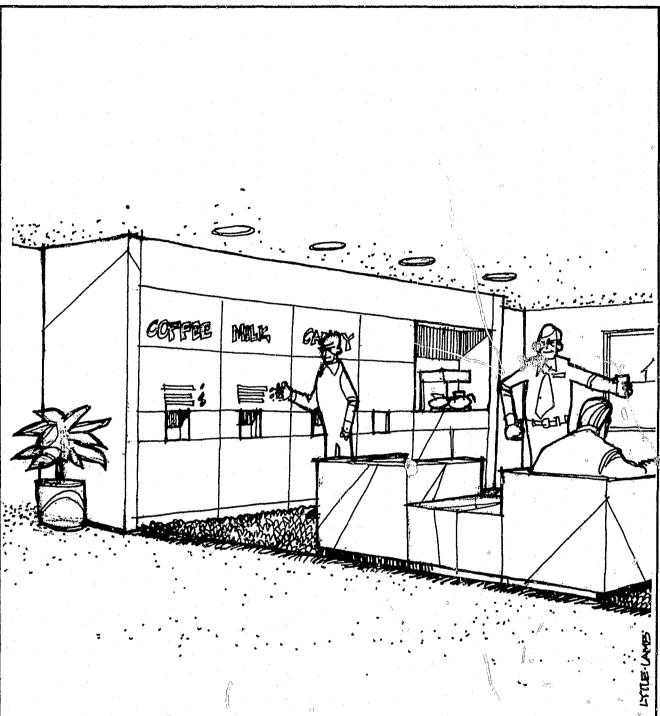
component



station classroom:

A well equipped classroom for in-service training is an essential part of a Community Police Station. If this room is to be made available to organizations in the community it should be located near the building lobby.

Cross-references: C7s, D15.4c, D1.7f, F3.1t, F3.2t, F3.3t



lounge (vending):

In a criminal justice training center the area used by students during class breaks should be adjacent to the rooms used for instruction. There should be sufficient acoustical control to avoid interference with classes in progress.

Cross-references: D5.llf, 1/12.lt, F2.lt, F2.2t

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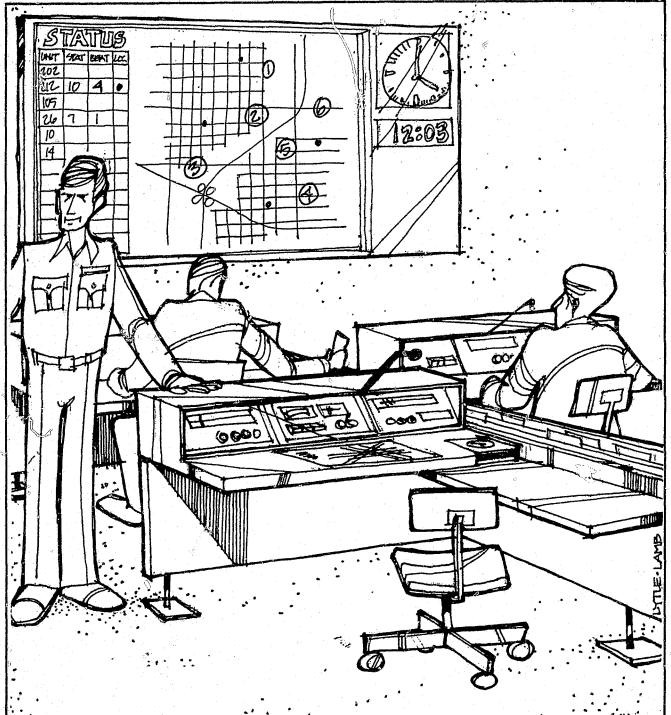
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7.1 C

componer



dispatcher's area:

A conveyor belt system is one of the methods that can be used to transmit requests for dispatch between the complaint reception and radio rooms.

Cross-references: C3a, D10.5c, D14.5c, D15.6c, E2.1c, E5.1c, F1.2c, F1.3c



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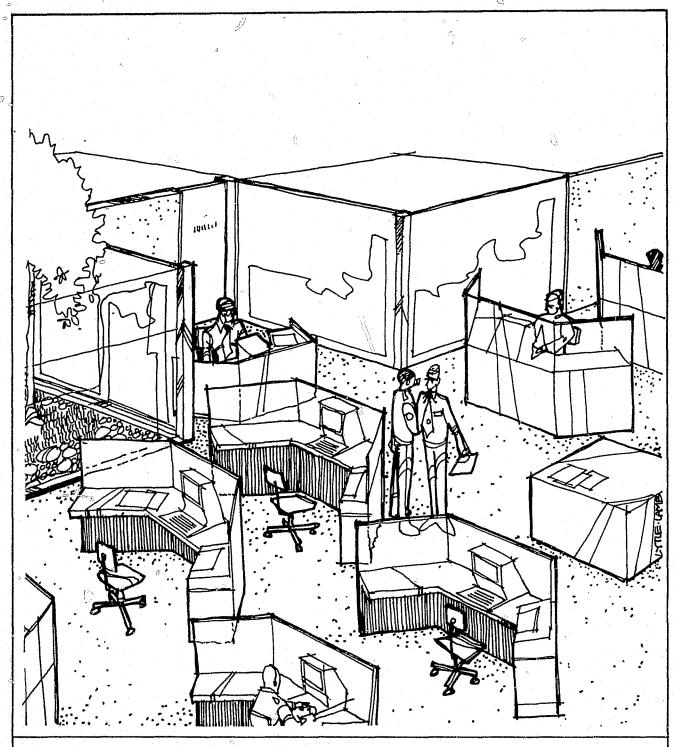
complaint reception area:

This component of a communications center should normally be separated from the radio room.

Cross-references: Cla, D10.5c, D14.5c, D15.6c, F1.2c, F1.3c

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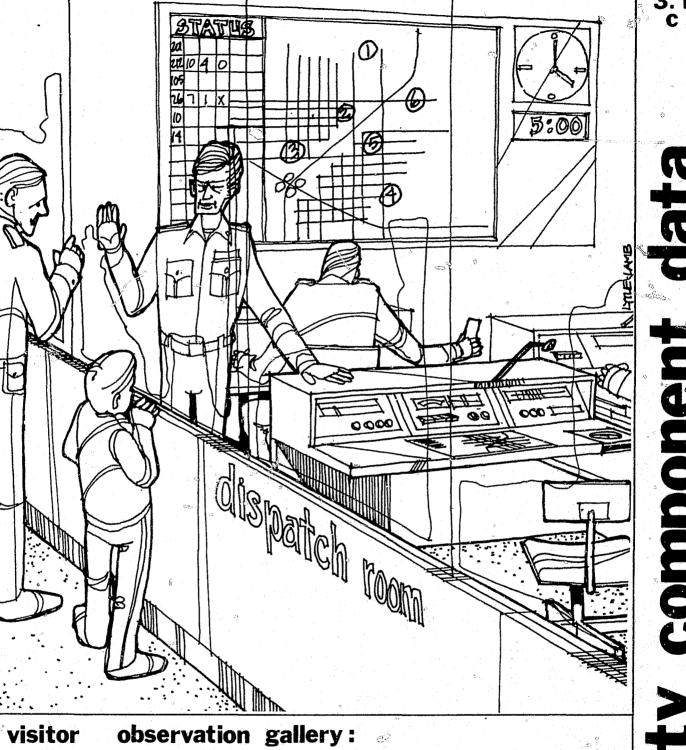
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complaint reception area:

In a computer assisted communications center, work stations for complaint reception operators are equipped with CRT and printer terminals. The consoles illustrated above are used for both complaint reception and service expeditor operation.

Cross-references: Cl.lla, Cl.14a, C2.6a, C3.2a, E3.lc, Fl.1c, Fl.4c



The communications center is one of the operational areas in a police facility that should be equipped with a large glass panel to be used in conducting guided tours.

Cross-references: Fl.2c, Fl.3c, G3.le



communications supervisor's office:

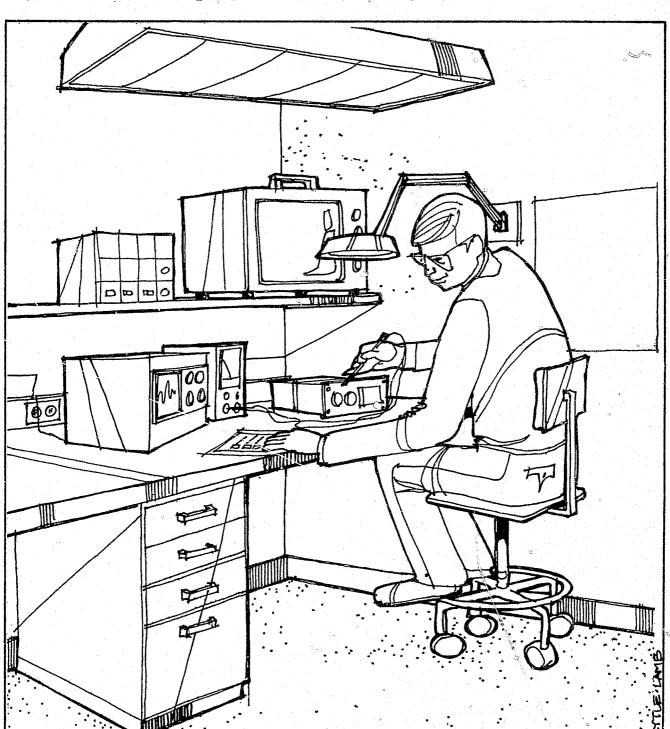
The person in charge of a communications center should have visual access to both the dispatching and complaint reception areas. This office should normally contain sufficient space for use as a command and control center in the event of an emergency.

Cross-references: Fl.3c, Fl.4c

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4.1 c

component Cilit



electronic maintenance shop:

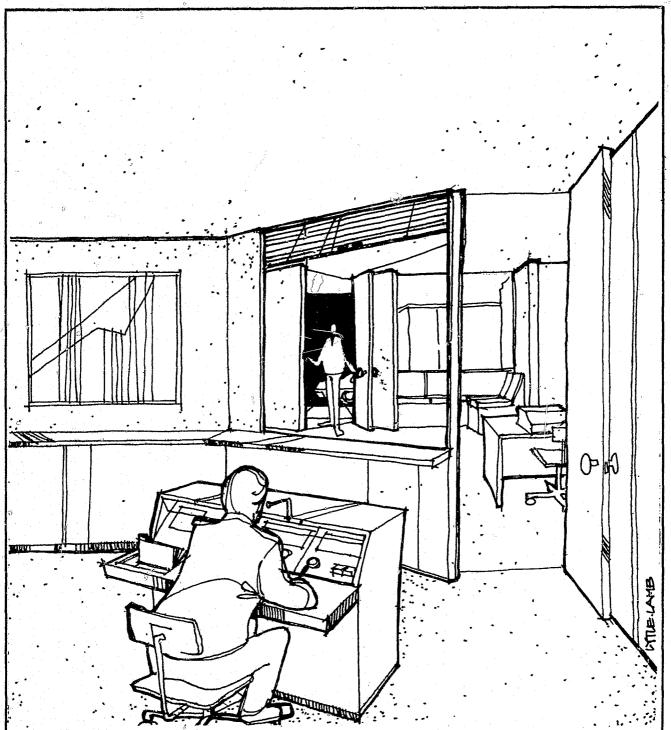
This component of an Administrative and Technical Services Center (ATSC) should be adjacent to the crime laboratory, communications center, videotaping studio, and other operational areas in which electronic equipment is used.

Cross-references: Fl.lc, Fl.4c

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5.1

Component Component Secilit 1



communications center:

When a receptionist is not on duty in the lobby the public entrance should be controlled by a staff member in the operations center. The opening between the operations center and the lobby should be protected with bullet resistant glass. During normal business hours when a receptionist is on duty this opening can be covered with a sliding panel. The radio operator must be able to observe the public entrance from his console.

Cross-references: Fl.5c, F4.llo, F4.l2o, Gl.4o

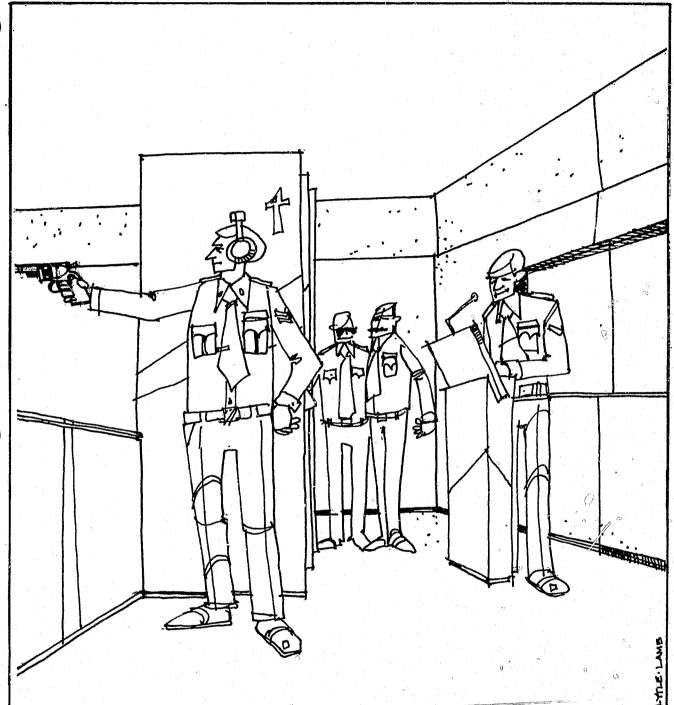
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6.1 c

component acility

weapons

component



firing range:

Panels separating firing points help to organize the range. However, all persons on the firing line must be clearly visible to the range control officer. The illustration above includes a glass panel separating the range from an observation gallery.

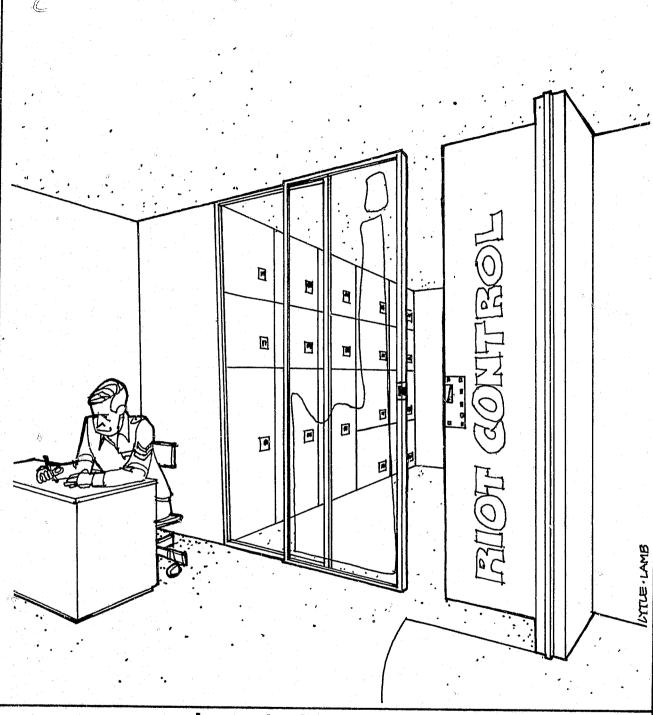
Cross-references: El.lw, E2.lw, E3.lw, F1.lw, F1.2w, F1.3w, F1.4w, F1.5w

weapons

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emergency equipment storage:

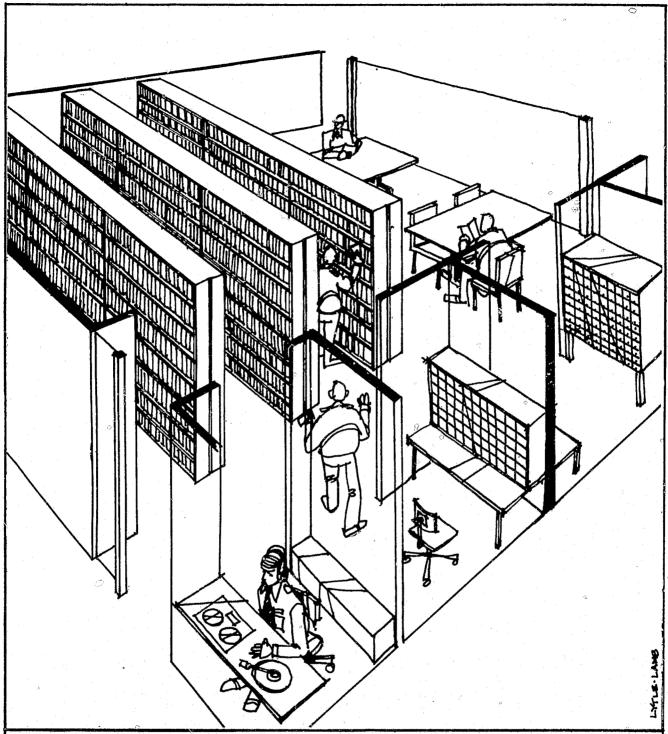
Special equipment used in response to emergency situations should be stored in an orderly manner. This area should normally be near the shift commander's station. Built-in compartments in varying sizes are ideally suited to this purpose.

staff services



7.7 s s

component data



research library:

Many of the programs normally found in an Administrative and Technical Services Center (ATSC) will require the availability of a criminal justice research library. This facility component should be directly accessible to the following operational areas: legal advisor's office, curriculum development unit, office of planning and evaluation, and crime laboratory.

Cross-references: D2.4f, D2.8f, D2.9f

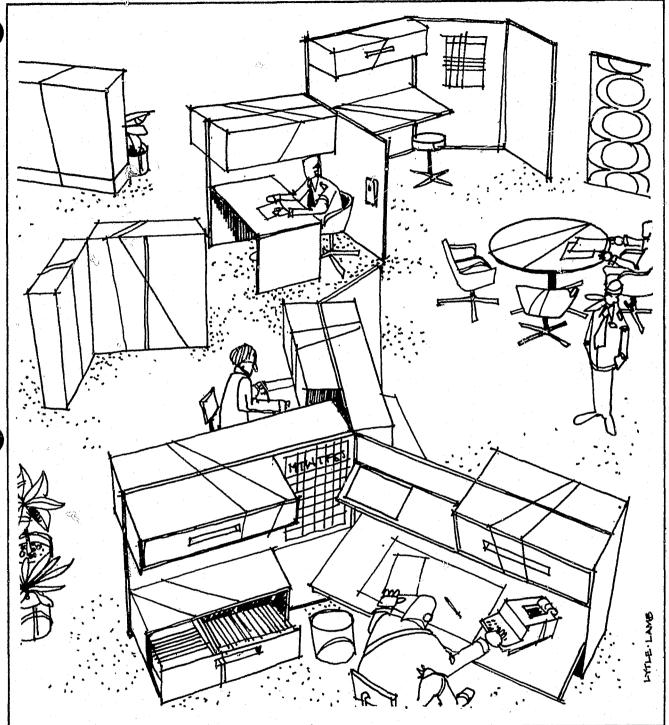
staff services

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component data

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planning and research area:

Open planning techniques using furniture systems to define work areas is recommended for this type of operational space. This approach provides maximum flexibility and will enable the organization to respond more easily to staff expansion.

Cross-references: Cls, D2.3f, D2.8f, D2.9f, El.la, F2.lss, F2.2ss, F2.3ss

staff services

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2.2 s s

Cility



planning and research area:

This component of an Administrative and Technical Services Center (ATSC) will require shelving for reference books used for research and planning. One or more tables for group projects should be included in the area.

Cross-references: Cls, D2.3f, D2.8f, D2.9f, El.la, F2.1ss, F2.2ss, F2.3ss

photographic



acility component

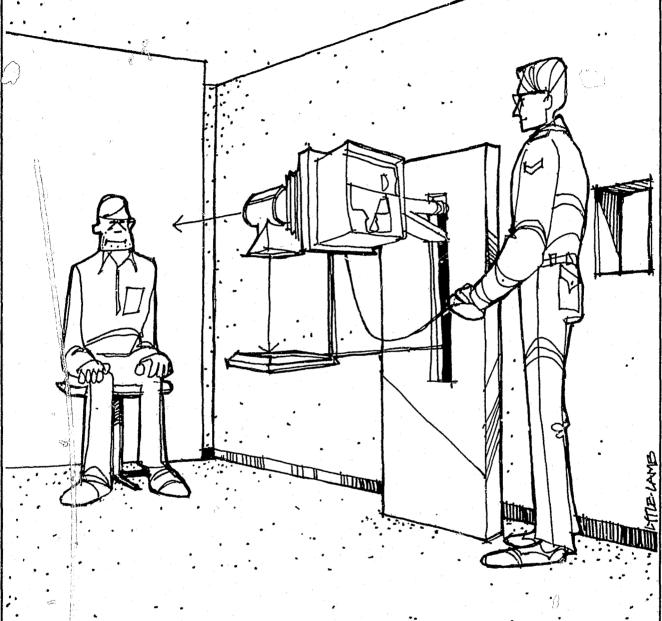
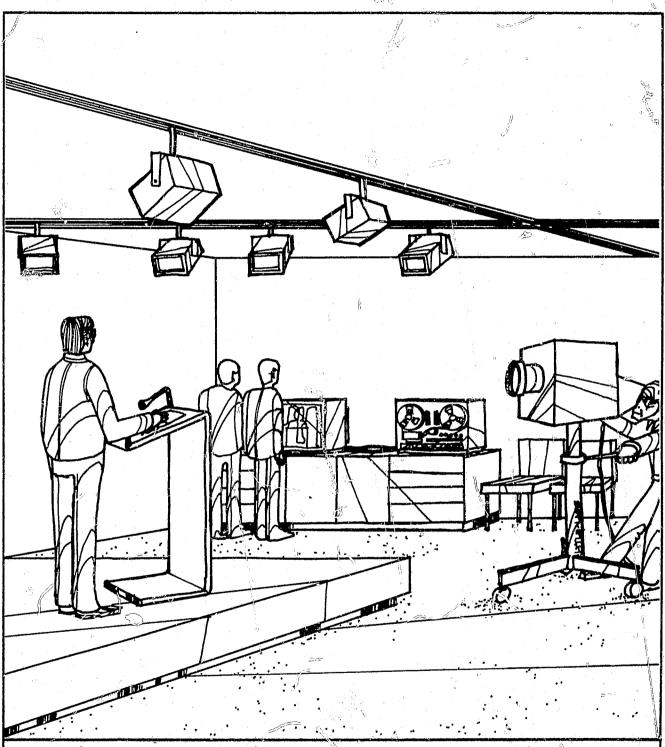


photo set-up, booking area:

The area used for photographing persons under arrest should be neat, clean, and well lighted. It should contain no items of furniture or equipment that is not essential to the photographing process. The use of carpeting in this area is strongly recommended. The camera illustrated above is equipped with a plate for recording the subject's name and identifying number.

Cross-references: D6c, V.li, Fl.2i, Fl.3i, F3.li, F3.2i, F3.3i, F3.4i

photographic



vidiotaping room:

The use of videotaping equipment will normally be more efficient and effective if a room is allocated for this purpose. This facility component can be used in conjunction with curriculum development and public information programs.

Proximity of videotaping rooms to crime laboratory facilities is highly recommended.

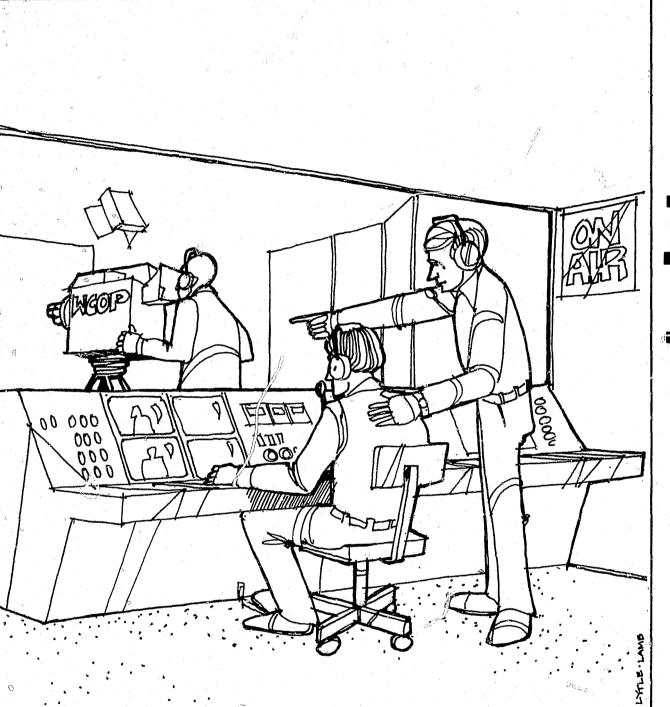
Cross-references: C7.6s, C9.10a, E2.1p, F3.2p

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component

facility

photographic



television studio:

A fully equipped television production studio is a major component in an Administrative and Technical Services Center (ATSC). This facility component can be an important resource in training and public information programs. Engineering equipment consoles should normally be separated from the production area by a sound proof glass panel.

Cross-references: F3.lp, C7.6s

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data Component photographic

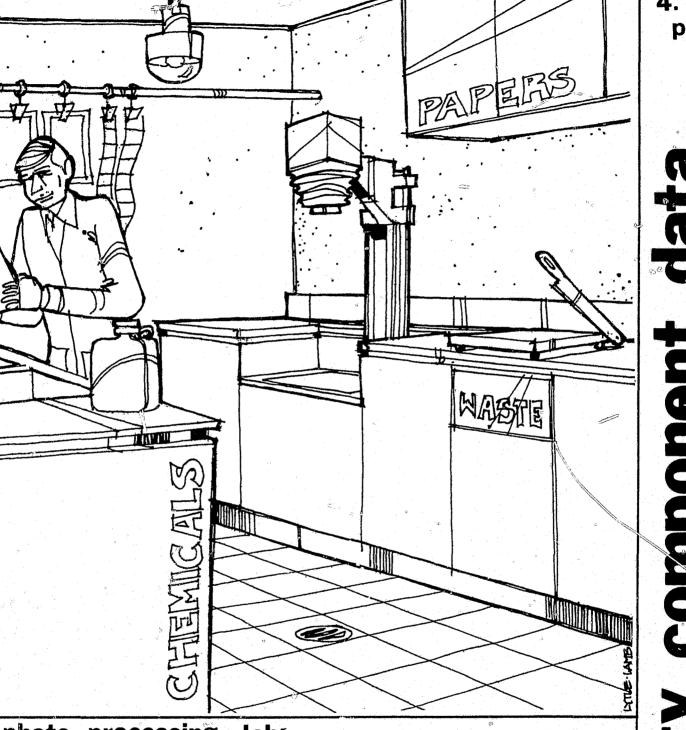


photo processing lab:

Photographic processing areas must contain sufficient built-in storage for chemicals, papers and other supplies. Water and chemical resistant materials are used on floors and all work surfaces. The floor should be equipped with a drain.

Cross-references: 10.4c, Fl.lp, F2.lp

Component acilit

budgeting/costs

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Acoustics: D15.1c-15.7c Booking area: F3.li Classroom: F2.2t, F2.5t Communications center: C3.lla Detectives: Fl.20, Fl.90, Fl.100 Exercise room: F9.lt Firing range: F1.2w-1.3w Interview room: F3.1o Juvenile operations: F2.80 Library/reading room: F7.lt Professional staff center: F8.40

Administrative and Technical Services Center (ATSC): D2.1f-2.9f Acoustics: D15.lc Air quality: D10.lc Community police stations and: D1.5f, D2.2f, D2.4f Interagency cooperation and: B8.4-Architect: 8.7 Program components: B8.5, C1.3s, C2.3s, C7.10s, C8.5s, C4.5a, C8.la, D2.3f-2.4f Scale: D9.1c-9.2c Security: D5.4c

Training academies and: D5.8f-

Utilities: D13.lc

5.9f

Air quality: D10.1c-10.6c Crime laboratory: E4.le, G1.le Exercise room: F9.lt, G3.lt Firing range: Fl.lw-1.2w Interview/detention rooms: F3.1o-Library/reading room: F7.lt Photographic processing area: F2.lp Sobriety testing area: F2.2i

Air surveillance. See Aircraft.

Aircraft:

Air surveillance: C3.2s, C14.1f-Fixed wing: Cl4.4f, Cl4.7f Helicopters: Cl4.4f

Helistop: Cl4.7f, E2.lv Uses of: C14.2f-14.3f

Alcohol problems:

Breathalyzer: E2.li, F2.li Police referral to other agencies: B5.2, B5.5 Sobriety testing area: E2.li, F1.2i, Fl.li, Fl.3i, F2.li, F2.2i, G3.2i, G5.li Survey of persons detained for: A9.0-9.3

Basic services of: D3.9-3.10, D4.1 Role of in facility planning: D3.21, D3.24- 3.27, D3.9 Selection of: D3.10

Arrest:

Booking: B9.2, D6.1c Field citations: C4.lf-4.4f Relation to correctional objectives: B4.5, B9.2 Response time and: Cl.la Survey of arrests: Al0.0-10.5, All.1-11.3 Temporary holding: El.li, F4.li-4.2i, G4.1i

Audio-visual equipment. See Training.

Automobiles. See Vehicles.

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Ballistics: C6.la-6.5a

Ballistics shop: C6.4a, F4.le,

F4.2e, G2.le

Bullet retrieval system: C6.4a,

El.le, G2.le

Evidence storage and: C6.la, C6.4a

Basic car plan. See Team policing.

Booking:

Facilities: Fl.2i, F3.li, F3.2i,

FC. 31

Procedures: B9.2, D6.1c

Breathalyzer. See Alcohol problems.

Briefing room. See Professional staff center.

Building tours. See Public information.

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END