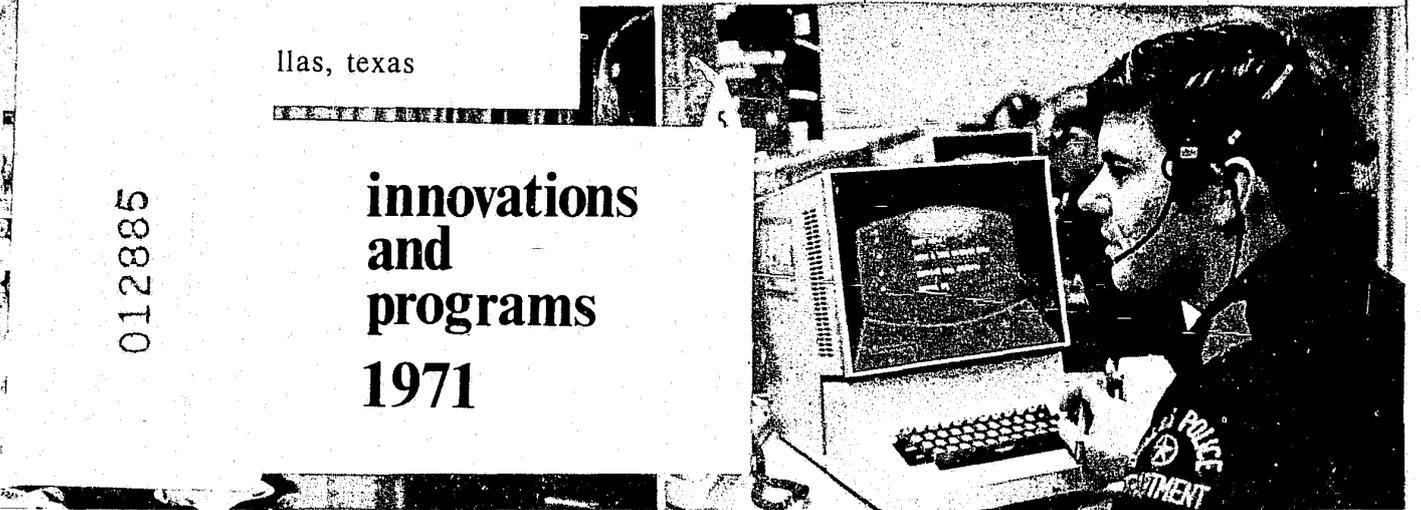


DALLAS POLICE
DEPARTMENT

Dallas, Texas

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innovations
and
programs
1971



**DALLAS
POLICE
DEPARTMENT**

**innovations
and
programs**

1971

published by the COMMUNITY SERVICES DIVISION

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tralized into five District Stations. Each District Station is supervised by a District Manager, who holds the rank of Director of Police. Each eight-hour watch is commanded by a Watch Supervisor who is a Lieutenant of Police. Eventually, it is planned to establish "crime control" teams in order to have efficient on-the-scene investigation with minimum delay in time from each station.

- * The CRIMINAL INVESTIGATION DIVISION is divided into three sections, Crimes Against Persons, Crimes Against Property, and General Assignments. It is planned to eventually decentralize this Division, with representative investigators assigned to District Stations. The Division is headed by a Deputy Chief.
- * The TRAFFIC DIVISION is responsible for investigation of injury accidents, as well as downtown traffic control, freeway patrol, and accident prevention through such means as radar, Vascar, and drivers license checkpoints. Civilian Public Service Officers are utilized for intersection control. A Deputy Chief commands this Division.
- * The SPECIAL OPERATIONS DIVISION provides the Department with a force of men available for special police problems, whether civil disturbances or crowd control at sports events or protection of government dignitaries. In addition, the Reserve program is coordinated through this Division as well as supervision of private detective and special officers in Dallas. The Division is commanded by a Deputy Chief.
- * The HELICOPTER SECTION, commanded by a Lieutenant of Police, consists

of both civilian and patrolmen pilots. It is geared for regular patrol on three watches and aims at crime prevention as well as observation of traffic and apprehension of offenders.

The ADMINISTRATIVE SERVICES BUREAU, commanded by an Assistant Chief of Police, is responsible for the major internal administrative activities so necessary to the daily operations of a large police department. All activities relating to personnel and police equipment, as well as community relations, come under the jurisdiction of this Bureau. In addition, all Department finances are administered through this Bureau.

- * The COMMUNITY SERVICES DIVISION is commanded by a Director of Police. It is the responsibility of this Division to coordinate public information efforts, new community programs, as well as supervise the Operation: Get Involved program and the Community Service (Storefront) Centers. In addition, a Social Services Consultant is assigned to the Division for consultative purposes.
- * The FISCAL AFFAIRS DIVISION, commanded by a Director of Police, is responsible for overseeing the Department's budget.
- * The PERSONNEL DIVISION, also commanded by a Director of Police, has the task of recruiting new officers for the Department. In addition, they conduct background investigations on applicants as well as supervise the hiring of civilian personnel for the Department in conjunction with the City's Civil Service office.

* A Director of Police commands the PROPERTY DIVISION. This unit is responsible for all property and equipment issued to the Police Department, including uniforms, office equipment, supplies, etc. In addition, it maintains a depository for criminal evidence, lost and found property, and impounded vehicles.

* The TRAINING DIVISION, commanded by a Director of Police, is involved with basic recruit training, a 17-week course, as well as varied in-service training at all levels, firearms training, roll-call training, educational counseling, and supervision of the Police Cadet program. The Dallas Police Academy is a separate police facility containing the latest teaching aids.

The OFFICE OF PROGRAM MANAGEMENT, while not a Bureau, is commanded by an Assistant Chief of Police. This unit was established in conjunction with Operation Pride, a human development program funded through a grant by the Police Foundation. It is the task of this unit to research and recommend those changes necessary in the Police Department to most effectively utilize and train its personnel, with each officer afforded an opportunity to develop his potential with the Department.

The SPECIAL INVESTIGATIONS BUREAU is commanded by an Assistant Chief of Police. The four units within this Bureau are responsible for unique investigations not related to the line function per se.

* The INTELLIGENCE DIVISION, commanded by a Director of Police, is responsible for the basic information-gathering activities of the Police

Department. The unit concentrates on organized crime and subversive activity. The Metro Task Force is also supervised through this Division.

* The INTERNAL AFFAIRS DIVISION is commanded by a Director of Police. It is this unit's responsibility to investigate all complaints against police personnel, as well as to initiate internal investigations of its own when necessary.

* Also commanded by a Director of Police, the VICE CONTROL Division focuses its attentions on alcohol and licensing problems, narcotics, gambling, and prostitution in Dallas.

* The YOUTH DIVISION, commanded by a Director of Police, concentrates on juvenile police problems, ranging from criminal acts to runaways and missing persons. The unit also is involved in public education through the Good Citizenship (First Offender) program. Investigators seek to prevent delinquency through an aggressive effort of patrol, counseling, and other related activities.

The SYSTEMS MANAGEMENT BUREAU is responsible for the technical operations of the Police Department. Commanded by a Deputy Chief of Police, the unit seeks to keep the records and information systems of the Department flowing smoothly.

* The DATA PROCESSING DIVISION, commanded by a civilian Director, has the responsibility of supervising programming and utilization of police computers. The Police Department is seeking to store as much

practical information as possible in order that police operations may be more effectively analyzed and enhanced.

* The INFORMATION DIVISION, commanded by a Director of Police, has a number of functions. The unit is responsible for police communications, utilizing the latest equipment to keep the officer in the field informed. Also, the Division oversees the Police Crime Scene Search activities, as well as the maintenance of criminal records and fingerprint files. All Department records are the responsibility of this unit.

* The PLANNING AND RESEARCH DIVISION, commanded by a Director of Police, seeks to determine new approaches, techniques, and equipment which will improve police effectiveness and efficiency. A daily analysis of crime conditions is conducted by this unit. Personnel in the Division seek to spot important trends in crime so that field personnel may be better informed and take appropriate action.

The DETENTION SERVICES BUREAU is commanded by a civilian Director. This unit is charged with the custody and care of municipal prisoners and maintenance of the city jail.

Two additional units come directly under the supervision of the Chief of Police, largely because of the nature of their activities.

* The INSPECTIONS DIVISION, which is commanded by a Director of Police, seeks to determine the quality of equipment, facilities, personnel,

and procedures of the Police Department. The objective of this unit is to suggest necessary improvements to enhance the quality of police service.

* A Director of Police commands the LEGAL LIAISON DIVISION which seeks to assist the Chief of Police and the Department itself in all legal-related matters.

**ADMINISTRATIVE
PROGRAMS**

Project PRIDE

Emphasis in the last several years has been placed on the improvement of law enforcement across the country. In many programs, this has amounted to more acquisition of useful hardware, while in others there has been innovative changes to traditional approaches. Quite often, there have been a definite need to closely and carefully examine all facets of an agency's operations to determine if effectiveness and efficiency could be more vastly improved -- with very few guidelines existing to point out the need for improvement.

In August, 1970, the Police Foundation, created by the Ford Foundation, was allocated 30 million dollars to be directly applied to the assistance and improvement of police service in the United States. The Police Foundation, in January, 1971, invited the City of Dallas and five other major cities to submit model projects they would like to undertake with the Foundation's support. The cities were selected to join a "partnership" with the foundation largely on their demonstrated de-



The quality and extensiveness of training will be benefitted by Project PRIDE

sire and ability to create and implement major programs of institutional change.

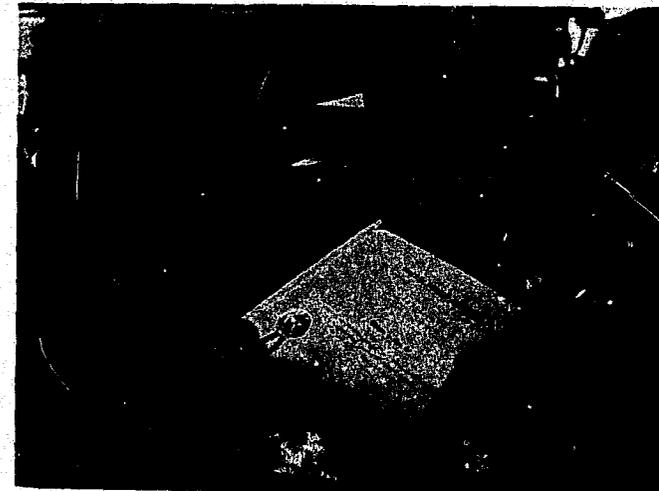
An initial grant of \$268,000 was received by the Dallas Police Department for a five-month planning and minimal implementation phase of its submitted program, Project PRIDE. This program will seek to undertake action projects in areas of human resource development, operational improvement, and organizational experimentation, spanning the entire spectrum of police service. The Dallas Police Department will undertake innovation through various programs designed to improve police effectiveness with primary attention directed toward the Department's most valuable asset -- its human resources. Of great importance is the early identification of personnel potential with developmental processes designed to help officers realize their full potential as soon as possible.

In May, 1971, the Department created the Office of Program Management, commanded by an Assistant Chief directly responsible to the Chief of Police. This unit will plan and manage the entire program of activities to be carried out in Dallas under the Foundation's sponsorship. Also created was a Project PRIDE Advisory Committee composed of representatives from various community civic organizations. This committee will review programs and offer guidance and counsel, as well as act as liaison between the Department and their respective community organizations.

During the initial five-month stage of the project, PRIDE took a close look at police minority recruiting (see p. 29) as a result of an existing racial imbalance within Department ranks when compared with the minority population of Dallas. An effort is now underway, as a result, to locate and develop an ef-

fective approach to qualified Negro and Mexican-American applicants. Such an effort will necessarily involve an evaluation of current standards and practices of employment, not with a view to lowering them, but rather toward determining their relevance in light of what is demanded of today's police officer.

Another area in which Project PRIDE has become involved is recruit training. A professional training consultant has been retained to examine and make needed alterations in the Department's training program to permit continuous revision and experimentation on a long-term basis in order to provide relevant recruit and in-service training. Closely related will be efforts to install a program of leadership development.



Recruit training must be examined very closely to evaluate its relevancy.

tional experiments in personnel deployment.

In November, 1971, the Police Foundation granted \$1,182,420 additional funding for a one-year period, commencing in February, 1972. The immediate target areas for which these funds will be used will include, in addition to pre-

Project PRIDE is also examining the police intelligence function in order to create a system of intelligence collection and dissemination which would more readily compliment command and operational decision-making. Also, the police criminal investigative function will undergo a series of opera-

viously mentioned programs: More accurate definition of the police role; improved personnel selection and assessment techniques for employment, training and promotion, and performance measurement; and development of a working police department/university relationship for special educational needs.

These first phases of Project PRIDE are only the beginning of a long-range program of human resource development. In an effort to create one of the nations finest police agencies, PRIDE is the initiation of long-range innovation which will reach every member of the Dallas Police Department and positively affect every member of the community.

Command And Control

With the increasing complexity of police operations administration, procedures and techniques traditionally utilized in management become quickly outmoded and often tend to be more cumbersome than efficient. It is the responsibility of police management to continually scrutinize its procedures with an effort to improving and modernizing where necessary. Such a critical area is the information flow at all levels within the organization itself.

A request is currently pending with the Law Enforcement Assistance Administration for funds to total \$308,627 in order to initiate an Information System Optimization Study of the Dallas Police Department in conjunction with Ling-Temco-Vought Electrosystems, Inc. This is but one of many major studies being undertaken to improve the command and control function within the Department.



*The nature and content of
filed data is critical.*

The proposed 12-month study has been divided into three phases. The objectives of the study are:

1. Definition and understanding of the Police Department's total infor-

mation system as it currently exists.

2. Identification and definition of existing problem areas and areas for potential increased performance.
3. A logical method to evolve the Dallas Police Department information system into an optimized configuration through application of modern system technology.
4. Definitized plans for an optimized information system, including capabilities, cost, and schedule.

The first phase of the study will involve defining a baseline system, or the current system by which the Police Department accomplishes specific tasks. This will provide a basis for optimization analysis. It will define how the Department operates today, achieve operational effectiveness, associated operational cost, and definitive areas for improvement. This phase will also be concerned with interface areas directly associated with the Police information system, such as courts and the press. There will be 12 weeks of on-site data collection, as well as establishment of management and operational objectives, functional analysis of data collected, final baseline system definition, and



Outmoded filing systems filled with unnecessary information hampers efficiency

a system automation study, leading to an initial report.

The second phase will be concerned with system trade-off studies and modeling to determine the most optimum police information system. A close look will be taken at system constraints, such as training



Identification files must also be evaluated for streamlining.

and environmental conditions, and the study will also involve a technological survey of existing automation efforts in other police departments. Following these will be a system synthesis to determine the reliability and limits of each element within a system. This synthesis will be supported by system modeling to determine effectiveness. The particular hardware involved, such as computers and communications equipment, will be considered also. The possible effects of overload will be simulated to determine capability of the system simulated. Any system will be considered as involving existing resources, such as radio equipment and data processing potential, as well as software considerations, such as the executive operating environment, data base management, communications control subsystem, and information performance considerations. The cost, effectiveness, and performance of all systems considered will be presented, as well as logic for final system selection.

The third phase consists of a final definition of the most optimum police information system. Subsystem and system hardware will be defined in detail, as well as total system operational capability. It will also evaluate associated system personnel requirements and operational doctrine, procedures, and techniques, as well as training and support requirements. Finally, it will develop a plan for reasonable and logical system implementation, given the existing resources of the Police Department.

Police - Press Relations

Because of the uniqueness of police operations in an urban community, there is a tremendous demand by news media for information from the police. The public itself expresses great interest in police activities and the news media is anxious to get "good copy" to satisfy that interest.

From the police standpoint, it is important that good relations be maintained with the news media, especially when such media represents the most immediate channel of communications with the public. In implementing a positive community involvement program, the support of the press must be won or else public acceptance will be minimized.

The policy of the Dallas Police Department has been one of frank openness. Reporters have immediate access to those officers participating in a newsworthy event as well as any other officer in the Department. The only restrictions placed on police-press contacts are where police operations and investigations may be jeopardized or the safety of the journalist is jeopardized.

PUBLIC INFORMATION SECTION

To better implement a positive press relations and public information effort,

a Public Information Section was established within the Community Services Division. The Section is commanded by a Public Information Supervisor, a civilian with a background in journalism. A Public Information Assistant, also with a background in journalism, is also assigned. Two patrolmen, whose duties primarily involve photography, writing, and conducting tours, round out the staff.

This Section has the duties of:

1. Weekly publication of the Dallas Police Department's Police News.
2. Coordinating all public requests for tours of police facilities.
3. Arranging monthly news conferences for the Chief of Police.
4. Supervision of the issuance of press and car passes to newsmen.
5. Preparation annually of the supplement to the statistical summary of activity.
6. Issuance of periodic press releases as needed.
7. Maintaining records of all press coverage of police activities and related news stories.



*Police Chief Frank Dyson
conducts a news conference*

MONTHLY NEWS CONFERENCES

Since July, 1970, Chief of Police Frank Dyson has held monthly news conferences with the news media. Scheduled to coincide with the release of the monthly city crime summary, the conferences were initiated because of the unusually large number of new programs commenced within the Department result-

ing in many questions. Such conferences were felt to be mutually beneficial to both the Police Department and news reporters.

The news conferences are scheduled on a morning-afternoon basis in order to accommodate the two major morning and afternoon daily newspapers in Dallas. Coverage has been extensive, including newspaper reporters, camera crews from four VHF television stations, and reporters from at least five major radio stations. The Department's standing with the media has improved significantly since the onset of the news conferences, and many of the Department's crime prevention programs have received greater public support as a result.

The key to the success of this program has been the "openness" of the news conferences -- the accessibility of the Chief of Police and his willingness to subject himself to questioning on any subject in the glare of television lights and cameras.

NEWS INFORMATION SERVICE

Since October, 1969, the Dallas Police Department has maintained a News Information Service for local news media. Because of the expansion of the police radio system to twelve channels, it was impossible for the various news agencies to effectively monitor police activity. The Police Department sought a substitute because of its belief that it has a responsibility to assist the news media in the dissemination of public information.

A McMartin Model Lt-252-A amplifier was installed with a 20-position panel provided with individual volume controls for each line. A microphone unit was placed in the Dispatcher's office and another in the Public Information Sec-

tion office. In addition, a recording device was connected to the unit in the Public Information Section so that staff personnel could recap reports issued in their absence. An automatic tone signal device was added which emits a prominent tone when the microphone is actuated.

Members of the news media were invited to avail themselves of this service through the installation of full period telephone lines from their facility to the Police Communications Center amplifier. Installation, monthly line charges, and any other equipment at the participant's end are the only costs borne by the news media and are only approximately \$10 per month.

Supervisors in the Communications Center will utilize the News Information Service to notify news agencies as to any newsworthy incidents, such as disasters, large fires, robberies, apprehension of suspects in major crime, major traffic accidents, serious traffic tie-ups on expressways and freeways, and any other unusual events. News media personnel monitoring police activities will be alerted to the announcement by a prominent tone signal. They may then assign a reporter to cover the event if they so desire.

Only the basic facts of a situation are broadcast. A status or final report concerning other pertinent facts of a situation are made within 30 minutes of the original notification. Should the incident continue beyond 30 minutes in duration, a status report will be given every half hour until completed. Public Information Section personnel also utilize the system to transmit announcements of interest, such as the monthly news conference, or supply detailed accounts of newsworthy incidents when the occasion warrants.

An example of the value of the News Information Service occurred recently when

the description of an armed robbery suspect was broadcast over the Service a few minutes before the normal noon news broadcasts. A radio station put out the information in its newscast almost immediately. A merchant in the vicinity of the offense heard the newscast and subsequently saw the suspect enter a neighboring store. He called the Police Department and then assisted in the apprehension of the suspect.



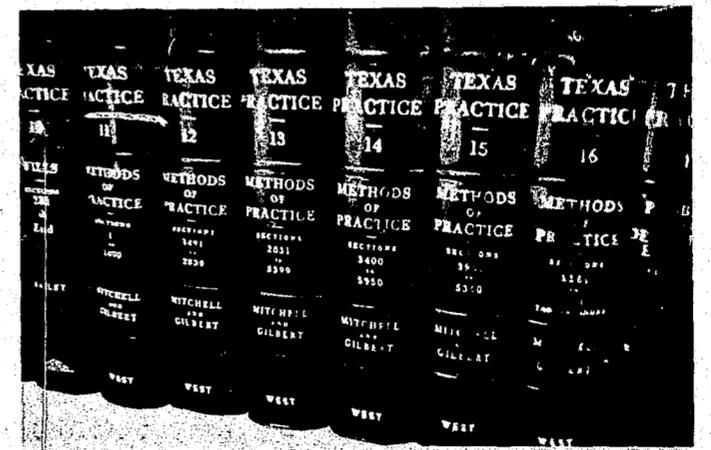
With the implementation of full school desegregation in fall, 1971, a Rumor Control Center was set up to dispel tensions and aid the press.

Legal Liaison Division

Police administrators, who must set the policy guidelines by which officers carry out their daily duties, are often confronted with the necessity of interpreting complex and ill-defined areas of the law so that enforcement standards may be established and policy clearly understood. Frequently, there is reliance on the municipal attorney who, though well trained in law, is usually alienated from a close relationship with and clear understanding of the Police Department.

Observers of the law enforcement scene have frequently cited the police administrator's need for a legal advisor who is able to clarify the requirements of the law and relate them to the police function.

In January, 1970, the Dallas Police Department established the Legal Liaison Division, directly responsible to the Chief of Police. The new unit was partially funded with a \$25,000 Police Legal Advisor Grant from the Law Enforcement Assistance Adminis-



The complexity of police operations calls for legal expertise in decisions.

tration, which is available to any police agency with at least 75 sworn personnel.

The Legal Liaison Division is commanded by an experienced police officer with a law degree and some experience in legal practice as a member of the State Bar. He holds the rank of Director of Police.

The purpose and function of the Legal Liaison Division is to:

1. Provide consultative legal services to the Chief of Police, his staff, supervisory officers, and other personnel of the Police Department.
2. Provide liaison services between the Police Department, the City Attorney's office, the District Attorney's office, and Federal prosecuting agencies.
3. Provide liaison with the Dallas Bar and the State Bar of Texas on legal matters affecting police operations.
4. Assist the Police Department's director of training in preparing material concerning legal subjects.
5. Assist in the development of policies, general orders, special orders, and rules and regulations which affect legal procedures of the Police Department.
6. Assist in legal proceedings affecting Police Department personnel as requested by the City Attorney and District Attorney or as specifically directed by the Chief of Police.
7. Assist in special projects and programs established by the Chief of Police

The initiation of a Legal Liaison Division has proven quite beneficial in improving the efficiency of police operations and assisting in organizational decision and policy making.

Para Police

As the complexity of the police function has grown, law enforcement agencies across the country have found themselves faced with numerous responsibilities of a non-criminal nature. Sworn personnel had to be removed from important line functions in order to staff those non-criminal positions. Many times these new duties called for little special training or skills, but because of the unique availability of the police agency and the lack of any other available personnel, experienced police officers had to be assigned.

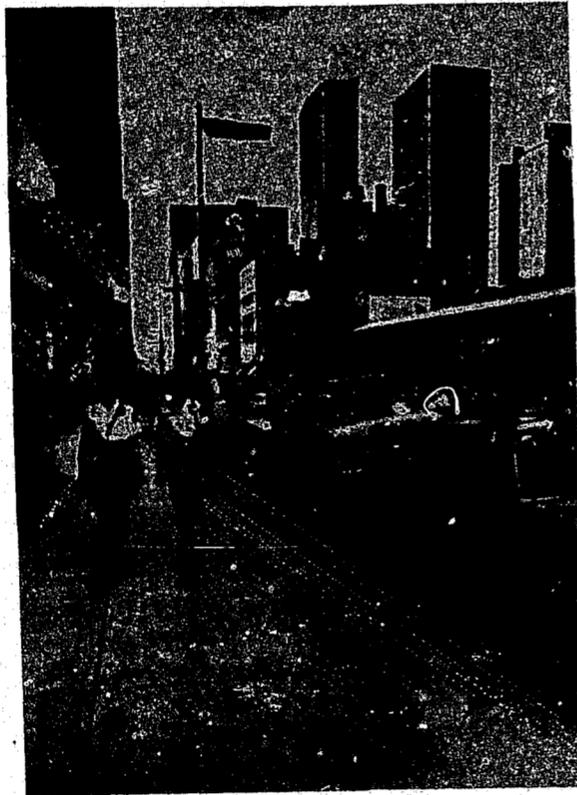
With the adoption of a Para Police program in October, 1970, the Dallas Police Department sought to replace the sworn officer with civilian personnel in those areas where a civilian would be capable of functioning with a minimum of classroom training and without lessening the effectiveness of police operations. This would lead to several objectives: (1) The release of highly-trained police officers for utilization in more critical police service elsewhere, and (2) the lessening of budget requirements in filling positions with civilians.

Three classifications of para police were established, with three different pay levels. One level of Public Service Officer (PSO) was assigned to the Communications Section to function as Dispatchers. The next lower classification of PSO's were given varied responsibilities: Jail Guards, Fingerprint

Analysts, and Traffic Intersection Control.

A third level of the Para Police program was designated as Community Service Officer (CSO). Their function is to work in the Community Services Division to assist in the Community Service (Storefront) Centers and in the "Operation: Get Involved" beat committee program.

Initial results of this phased program have proven satisfactory. The Department will continue to scrutinize each function as to cost value, without sacrificing efficiency, so that the original police purpose of crime prevention will continue to be bolstered.



The use of para police releases officers for use in operations.

Police Cadet Program



The Cadet Program emphasizes training.

One of the critical problems experienced in police recruiting has been the gap between a potential candidate's age upon graduation from high school and the minimum age required for employment as a police officer. Within this time span, the high school graduate finds other forms of employment and often, upon obtaining the minimum age of eligibility, has established roots elsewhere and is hesitant to enter police service.

Many police agencies have lowered the minimum age from the traditional 21 years, but this, too, has not been of much assistance in resolving the problem. The Dallas Police Department lowered its minimum age requirement to 19½ years but felt that something further had to be done.

The Dallas Police Department Cadet Program was initiated in 1969 as a means of beginning law enforcement career training for young men between the ages of 17½ and 19 years. Through combined funding by the Texas Criminal Justice Council and the City of Dallas for \$23,720, an initial authorization of 20 Cadets was made.

Basically, the program required participants to both attend college and work part-time in the Police Department. Cadets are required to take a minimum of nine semester hours each semester in basic courses such as English, history, sociology, psychology, police science, and police administration. In addition, the cadets are required to work 20 hours per week for the Dallas Police Department. During the summer months, the cadets work forty hours per week for the Department.

Cadets may attend any area colleges and universities. Upon completion of the courses with a grade average of "C" or better, their tuition is reimbursed by the City of Dallas. During this time, they are paid a set salary, subject to merit increases.

In working for the Police Department, cadets are assigned to various units, rotating every two months to obtain wide-spread experience with different facets of police operations. Coordination of the program is the responsibility of the Specialized Programs Section of the Training Division. Cadets work for the Department four hours each day while attending college. During the summer, they work eight hours per day, five days per week.

Cadets are issued a special uniform which they are required to wear both in class and at work. They are not expected to make arrests or enforce the law, nor are they permitted to carry firearms. Their appearance must conform to the same standards as regular police officers.

A new class of cadets receives a two-week orientation course at the Dallas Police Academy. They are under no obligation to become regular police offi-

cers when they complete the Cadet Program, although they are encouraged to do so and continue their college education.

Each cadet, with the exception of age, must meet the same minimum requirements as applicants for regular police officer positions.

Currently, the Dallas Police Cadet Program has 22 active cadets. Since its inception, 47 cadets have entered the program, 17 of that number having phased into regular police service. Eight have left the program prior to completion for a variety of reasons, ranging from academic insufficiency to personal reasons.

The Cadet Program has provided an opportunity for qualified young men to receive a college education, in addition to gaining experience with the Police Department and the opportunity for an exciting career.



Bringing educated men into police service is one aim of the Cadets.

Minority Recruiting

One major police administrative problem in urban areas has traditionally been the recruitment of officers from minority groups. The difficulty, primarily, has been in convincing the minority community of the sincerity of the Police Department in seeking to recruit minority officers. Also, there is often a social stigma attached to the young man who applies to become a policeman by his peers, other members of the minority community, and even his own family. A



In order to attract qualified applicants from minority groups within the community, the police must actively communicate their sincerity to them.

third obstacle has been the basic problem of communicating with that segment of the minority community which can produce the type of minority applicants who possess the basic qualities desired in a police officer.

A fourth problem has been the development of a plan and approach which will effectively attract qualified Negroes and Mexican-Americans to a profession which is usually considered by minority groups as unattractive and alien.

In June, 1971, the Dallas Police Department announced that all future recruiting efforts would be directed exclusively toward members of minority groups. The objective is to bring the manpower of the Police Department more racially in balance with the City of Dallas population. This responsibility was assigned to the Personnel Division. While Caucasian police applicants would continue to be accepted if they applied, the active effort was to be directed toward minority applicants.

Ten officers were assigned full-time to the program. The City of Dallas was divided geographically into five separate recruiting zones with a two-man recruiting team assigned to each. Each team was responsible for recruiting activities within their zone, including interviewing prospective applicants, administering and scoring the written civil service examination, and assisting in the preparation of all paperwork related to the application for employment. All processing, including a physical examination and psychological testing, can normally be accomplished in one day.

Each recruiting team is also responsible for contacting community leaders, area businessmen, and other organizations in minority areas to explain re-

cruiting efforts and solicit support. Advertising is prominently placed in community newspapers usually read by members of minority groups. Advertising is also placed on local radio stations which direct their programming toward Negroes and Mexican-Americans. Besides causing several applicants to be referred, these contacts have helped to bolster police-community relations in minority areas.

Members of the recruiting teams also visit college campuses where the student population is made up largely of minority members. In addition, the Police Department obtained a grant from the Law Enforcement Assistance Administration which, along with matching funds, totaled \$12,285 for the purchase of a mobile recruiting van. The van is fully equipped and enables the recruiters to administer the civil service examination and conduct preliminary interviews while parked in a shopping center or in the neighborhood.

As of September, 1971, the Dallas Police Department employed 35 Negro officers and 23 Mexican-American officers. There was a total of 1788 officers on the Department. Eighteen of these 58 were employed during 1971, with seven Mexican-Americans and three Negroes having been employed since the program began in June.

While the results of the minority recruiting effort have been minimal, there are good indications that a greater increase in the number employed will develop. The sincerity of the Police Department in this effort has been fairly well established in minority communities; however, the other problems stated earlier remain unresolved and must be scrutinized if efforts are to be more successful. Considering recruiting efforts directed toward minority members

in the past, it is felt that this program has been a definite success. It should prove more effective once the total community is made aware of job opportunities available to minority group members within the Police Department.



The role of the police officer in the community must be seen as a positive one if recruiting of minority groups is to occur.

Psychological Testing

One of the more critical areas of police operations is the selection of personnel. In these complex times, when the police are called upon to make extremely important decisions in situations only vaguely defined by policy, law, and the courts, and constantly under the critical scrutiny of a public which is more concerned than ever before about the police role, the keystone is the quality of person selected as a police officer.

What qualities must the good police officer possess? What should his temperament be and what kind of personality lends itself to success in law enforcement?



A police applicant can be looked at even closer.

In January, 1971, a request was prepared for a grant of \$50,008 from the Law Enforcement Assistance Administration for the purpose of establishing a Psychological Testing Section in the Dallas Police Department. The grant calls for the section to be commanded by a Sergeant of Police and staffed with four Policewomen who will interview applicants, monitor the tests, and grade the results.

The Dallas Police Department will utilize the following battery of tests to make a psychological evaluation of individual police applicants. With the establishment of norms or standards by which to measure the applicants, the Police Department would be less likely to select applicants who are unsuited for the unique duties of a police officer.



Effective testing permits the elimination of the unfit from service.

1. Wechsler Adult Intelligence Scale:

This test is a revision and complete standardization of the Wechsler-Bellevue Intelligence Scale and provides a more efficient measurement of the intelligence of adolescents and adults from the ages of 16 to 75 years. Six verbal and five performance tests are individually administered. The tests yield scores which are converted to standard scores, totaled, and translated into intelligence quotients by reference to tables which take into account the applicant's age.

2. Minnesota Multiphasic Personality Inventory:

This test is a diagnostic instrument constructed entirely on the basis of clinical criteria. It is an untimed examination for older adolescents and adults. It is geared to provide indications on ten different scales:

Hypochondriasis	Paranoia	Depression
Psychasthenia	Hysteria	Schizophrenia
Psychopathic Deviate	Hypomania	Social Introversion
Masculinity-Femininity		

Four other scores are obtained also: (1) the Question score, (2) the Lie score, (3) the Validity score, and (4) the K score (a suppressor variable refining the discrimination of five of the clinical variables).

3. Rorschach Technique:

The original inkblots for projective examinations in order to determine any psychological abnormalities.

4. Thematic Apperception Test:

This test utilizes stories and descriptions of pictures to reveal to the trained interpreter some of the dominant drives, emotions, sentiments, complexes, and conflicts of an applicant's personality.

5. Strong Vocational Interest Blanks:

This test is an inventory of interest and preferences intended to aid in predicting chances of success and satisfaction in a variety of occupations. The occupational scales are based upon the responses of men and women actually working in the various occupations.

With the approval of the IEAA grant, the Dallas Police Department will begin implementation of psychological testing through the utilization of outside consultants qualified as instructors in the application and evaluation of these tests. All testing procedures will require approximately six hours to administer, with the Thematic Apperception, Rorschach, and Wechsler tests to be administered verbally to only one person at a time.

Through such a battery of tests, the quality of police applicant evaluation should increase considerably, and as a result, the nature and quality of personnel filling police ranks should be more realistically suited to the duties they perform.

Education Incentive Pay

One of the important factors which aids in defining a vocation as a profession is the caliber of personnel who pursue that following, including the amount of education they must possess. The police officer, especially, has evolved to the point that his duties call for more than just common sense. He must be able to understand those citizens who dwell in an environment usually foreign to his own. He must have greater awareness of those forces within the urban community which create or cause those conditions he confronts daily. He must come to see himself as more than a mere law enforcer; he must understand the true role of the police in today's urbanized society and be flexible enough to adapt to change.



Through expanded education opportunities, the caliber of the officer is advanced.

Recognizing a need for education in all police officers, the Dallas Police Department applied to the Texas Criminal Justice Council in 1968 for a grant of \$114,722, to be matched by the City of Dallas, for the purpose of providing Education Incentive Pay for officers successfully completing appropriate col-

lege courses.

The pay plan was initially restricted to patrolmen only. The Dallas Police Department had a total of approximately 15 degree holders in 1968, out of approximately 1,500 sworn personnel. Four dollars per month were paid to each officer for every successfully completed 3-hour course related to law enforcement, with a minimum grade of "C", to a maximum of \$80 for 60 college hours. Those with a baccalaureate degree were also paid the maximum \$80 per month.

By 1970, some 350 officers were drawing incentive pay. Only 35 officers had been enrolled in college programs in the 1969 fall semester; in the spring semester, 1970, 166 officers were enrolled; and over 400 were enrolled in the fall semester, 1970.

In October, 1970, the Education Incentive Pay plan was expanded to include all sworn members of the Police Department through the rank of Assistant Chief, expanding the number of officers drawing incentive benefits to 840. In the spring semester of 1971, 867 sworn personnel were enrolled in college programs -- over 50 percent of the sworn personnel.

The number of colleges offering professional law enforcement education in the Dallas area also expanded rapidly. Initially, in 1968, only the Dallas County Junior College and the extension services of Sam Houston State University in Huntsville were available for law enforcement or criminal justice study. Presently, ten more colleges and junior colleges in the vicinity of Dallas have added a degree program in law enforcement or criminal justice. Almost all made themselves available by alternating class times to accommodate those working rotating shifts.

Currently, there are 1,042 officers on the incentive payroll, accounting for a total of 50,594 semester credit hours, or an average of 49 hours per officer. Since January, 1971, recruit officers have been employed with an average college achievement level of 45 credit hours with approximately 25 percent having earned their bachelor degrees. There are presently 83 officers on the Dallas Police Department with bachelor and advanced degrees.

The Education Incentive Pay program has been a vital stimulus to the dual aim of increasing the competence of present personnel and attracting better qualified personnel. Because of this, the educational requirement for admission to the Police Department is slated to be raised in October, 1971, from high school graduation to a minimum of 30 college credit hours.

Also slated for extension is Education Incentive pay itself, to a maximum of \$160 per month for a baccalaureate degree. Graduated pay increases will be extended to a maximum of 90 college credit hours, or \$120. To aid in the financing, a request has been made for an additional grant to the Texas Criminal Justice Council of \$190,272, also to be matched by the City of Dallas.

Combined with the numerous education grants and loans available to individual personnel, the Education Incentive Pay plan has progressed to make the Dallas Police Department that much more responsive to community needs.

Department Committees

The complexity of a large department increases the need for greater communications between units of that organization. Decisions made within the realm of one unit are more likely to significantly affect one or more other units. The input from other specializations within the organization are often necessary considerations in decision-making. Unusual problems or situations often call for the collaborative efforts of representatives from different levels of the organization to more effectively cope with them.

The Dallas Police Department, recognizing the need for interunit communications, has established a number of permanent committees in order to handle unique problems and aid the administration in decision-making.

CRIME REVIEW COMMITTEE

The Crime Review Committee is composed of representatives from all line units and all others whose activities have a bearing on field operations. Meeting at least twice each month, the committee



The Crime Review Committee examines any special crime problems, seeking answers.

has a number of objectives:

1. The review and evaluation of continuing crime problems, to determine their causes and where the proper corrective action is being taken, and to eliminate or reduce these problems.
2. Review and evaluation of the general crime problem to determine the best means of combatting it.
3. Discussion and examination of information from within and from outside of the Department which may contribute toward a reduction in crime.
4. Develop a plan of action against particular crime problems by involving respective units of committee members.
5. Review plans through which particular crime problems are attacked and suggest changes which will result in more efficient plans.

EMPLOYEE RELATIONS COMMITTEE

The members of the Employee Relations Committee are elected by the sworn and civilian personnel of the Department. Committee members represent each rank in the Department through Captain with a civilian representative included.

It is the objective of the committee to consider and evaluate grievances of individual employees concerning remuneration, hours of duty, training, safety, promotion, advancement, and personal misunderstandings and disputes. It will not consider any matter which is the subject of a disciplinary proceeding nor hear appeals of any resulting action from such proceedings. Each employee is encouraged to use the committee without fear of any form of recrimination.

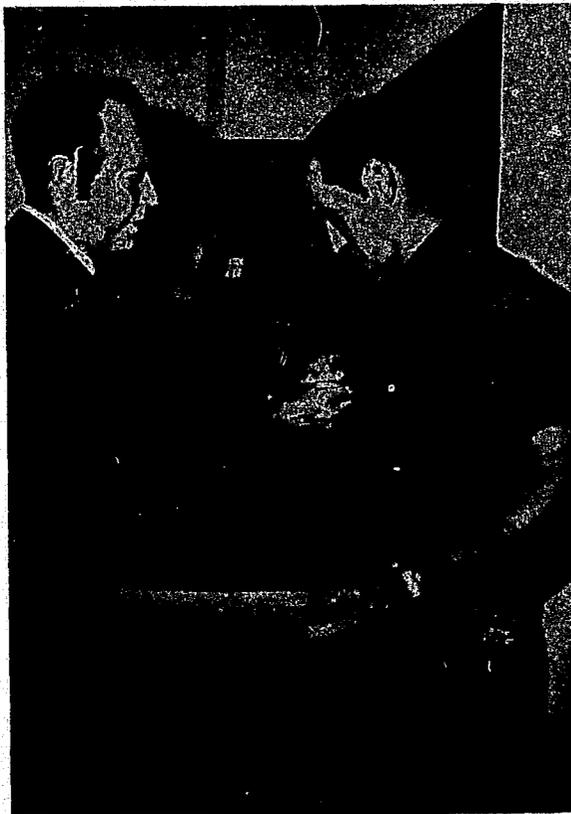
Grievances may be submitted orally or in writing. Meeting at least once each

month, the committee may confer with any Department member who is connected with a grievance and subcommittees are normally appointed to investigate and report back to the committee. Where an investigation discloses violations of Department rules, it will cease and the information will be turned over to the Department's Internal Affairs Division.

Each employee who submits a grievance will receive a report from the committee. Where the committee is unable to resolve a problem, the assistance of the Chief of Police is requested and his disposition is final.

MERITORIOUS CONDUCT BOARD

The Meritorious Conduct Board reviews those cases involving particularly mer-



A division commander attaches an award earned by a patrolman.

itorious service by a member of the Department and makes recommendations for proper recognition of those outstanding acts. Supervisory officers are encouraged to cite the actions of their subordinates and recommend them for awards where the actions meet established criteria. The Committee will review all nominations and either approve or disapprove the award and decide which award to grant.

The Meritorious Conduct Board controls the awarding of the following honors:

1. The Police Medal of Honor - the

highest award in the Department for extremely courageous conduct well above and beyond the call of duty.

2. The Police Cross - Awarded in addition to others where an officer has lost his life in the performance of his duties.
3. The Police Medal for Valor - Awarded for exceptional bravery in performing a voluntary course of action at serious risk of injury.
4. The Meritorious Conduct Bar - Awarded for a heroic deed, meritorious service, and receiving a wound or injury in outstanding performance of duties.
5. The Police Commendation Bar - Awarded for outstanding performance at a great risk, outstanding contributions, and upon the receipt of three or more Certificates of Merit.
6. The Life Saving Bar - Awarded for the documented saving of a human life.
7. The Certificate of Merit - Awarded for excellence in police work to sworn and civilian personnel as well as personnel from other law enforcement agencies who qualify while aiding or assisting any officer of the Department.
8. The Certificate of Civic Achievement - Awarded for significant involvement in community and civic affairs.

Other awards available to personnel of the Department, although not through the Meritorious Conduct Board, are:

1. Safe Driver Award - Awarded in five-year increments for safe driving where no accident has been charged to an employee's safety record.
2. Marksmanship Award - Awarded to officers who obtain at least a minimum score of 85 or better for three consecutive times in scheduled firearms training.



Two officers receive Life Saving Awards before their fellow officers in roll call.

3. Reserve Police Officer Awards - Awards similar to those above are awarded to Police Reserve Battalion officers when justified.

TRAINING COMMITTEE

The Training Committee determines Department training needs, devises programs, and recommends subject material and curricula for basic, advanced, and specialized training.

Meeting once each month, the committee is composed of representatives from each division within the Department.

UNIFORM COMMITTEE

The duties of the Uniform Committee are:

1. Prepare specifications for uniforms and recommend changes.
2. Inspect and pass on uniforms and reject any which have not been properly fitted or fail to meet specifications.
3. Make decisions as to restitution on lost or stolen equipment and establish a standard rate of depreciation to determine the amount of restitution, if any.

RECREATION COMMITTEE

The Recreation Committee is responsible for the use of the Recreation Fund, built up from Department vending machine receipts, and the Floral Fund, built up from periodic Department donations. Members are elected on a staggered basis from all Department bureaus.

Expenditures from the Recreation Fund are directed toward police locker room facilities, lounges, and athletic equipment. The Floral Fund enables the Department to send flowers to funeral services of Departmental employees, retired personnel, and their close relatives.

CHRISTMAS COMMITTEE

The Christmas Committee, appointed by the Chief of Police, arranges for the purchase of Christmas gifts for the widows and orphans of police officers and civilian police employees, based on Department contributions.

ACCIDENT REVIEW BOARD

The Accident Review Board determines whether or not an accident in a city vehicle experienced by a member of the Department will be charged to his safety record. When an officer has two chargeable accidents within a one-year period, he is grounded for a period of time.

An officer may appeal a decision of this Board to the City Accident Review Board and from there to the City Manager

POLICE INTERVIEW BOARD

The Police Interview Board interviews police applicants after they have completed all selection requirements and a background investigation. They determine whether or not an applicant is to be accepted or rejected.

Regional Correctional Facility

In many recent studies of law enforcement, it has been stressed that one of the major factors hampering the effectiveness of police operations is the traditional association of many non-critical tasks with the police. One of these is the administration of jail facilities. Especially with municipal police,



Operation of jail facilities is a liability in many police budgets.

the administration and maintenance of a temporary holdover facility has become a burdensome budget restriction, presenting a major obstacle to the effectiveness of police programs in more critical areas and more directly related to police efficiency.

Related to this is the growing concern over what is criminal and non-criminal, such as cyclical drunkenness, and what priorities the police must establish in this area.

With the problems of a constantly increasing jail population, the lack of

space and facilities in existing institutions without room for future expansion, and the long-neglected necessity of establishing worthwhile rehabilitative programs, the Dallas Police Department has looked to a Regional Correctional Facility as the most feasible solution.

As early as 1958, a Sheriff's Committee was formed to investigate the possibility of establishing a prison farm for Dallas County. Currently, a city jail is maintained by the Dallas Police Department and a County Jail by the Sheriff's Department. In 1959, the Committee recommended to the Dallas Crime Commission that a prison farm be established at a suitable site where both city and county prisoners could serve their sentences. Agricultural activities were to be stressed in order to make the farm as self-supporting as possible, along with a laundry facility and a repair shop for maintenance and repair of County road equipment. There was no action on these recommendations.

In 1962, the County Commissioners Court appointed a five-man Penal Farm Committee to study the same problem. This Committee advanced the same recommendations as the earlier committee. Since that time, the Community Council was asked to make a study relative to a work farm and/or a rehabilitation program. Also, the Greater Dallas Council of Churches appointed a committee to study the problem of overcrowded jails in the Dallas area.

The North Central Texas Council of Governments, in their Recommendations of Law Enforcement and Criminal Justice for the North Texas Region, suggested, "An effort should be undertaken to coordinate the establishment of detention facilities in the region, so that public and private money and effort being spent at this time toward better correctional facilities and detention facil-



*Jail security needs commit
critical police resources.*

ities could be utilized in a more efficient and effective manner."

In 1969, the Commissioners Court appointed the Dallas County Prison Farm Study Committee to look into the feasibility of a prison farm and the acquisition of surplus Federal land in the area on which to locate such a facility. Membership was composed of representatives of various law enforcement agencies, civic groups, and other interested organizations. In addition to numerous report and work meetings, the Committee had a team inspect detention facilities in Dallas County. Outside professional

help was obtained to assist in such inspection and their findings, advice, and recommendations were included in the Committee's final report in September, 1970.

The Committee recommended that a prison farm, in the traditional sense, should not be established by Dallas County. The main factors in support of this recommendation were land acquisition cost, value of produce and crops produced against cost of equipment and guards, and the limited vocational training or rehabilitative value in farm work. In the place of a prison farm, however, the Committee recommended a regional detention facility to be constructed for the Dallas-Fort Worth area. It also recommended that the North Central Texas Council of Governments be requested to conduct a detailed study, with recommendations, of the concept of a Regional Correctional Facility as to location,

administration, operation, funding, training, and other relevant areas, to be conducted and submitted at the earliest possible time.

The NCTCOG obtained funding to employ a professional planning consultant staff to conduct a feasibility study. This contract was awarded to the Computer Data Systems of Silver Springs, Maryland. The study will take approximately nine months to complete and is in progress at this time. The final report is expected to be complete in the Spring of 1972.

Many prominent members of the law enforcement, criminal justice, and correctional fields, including the head of the Texas Department of Corrections, have called for the establishment of such a facility. It is recognized now that all three fields, for the sake of the community as well as the efficiency and progress of their own areas of interest, have a stake in this progressive approach to rehabilitation, as opposed to mere detention.

**FIELD
OPERATIONS
PROGRAMS**

Police Helicopter Section

The continuing campaign against crime waged by the police calls for innovative and imaginative approaches if that campaign is to be effective. The modern criminal will not hesitate to adopt any new method or equipment which might increase his chances of successfully committing crime. The police, too, must keep pace in an effort to at least match or stay one step ahead of criminal activities.

One such innovation has been the utilization of the helicopter in police operations. Supporting the man on the ground, the helicopter presents new advantages heretofore unrealized by the police.

The City of Dallas became involved in a helicopter program in June, 1969, with the leasing of one Bell 47G5 helicopter. Initially, the single helicopter was intended for use and evaluation by all city departments, including the police. In December, 1969, the City of Dallas purchased the aircraft.



Police helicopters facilitate and support essential ground operations.

In April, 1970, two additional helicopters were purchased. A civilian Chief Pilot and two instructor pilots were hired. A Helicopter Section was created in the Dallas Police Department, responsible to the Assistant Chief of the Field Operations Bureau. The three civilian pilots conducted most of the training of police personnel assigned to the Section

Currently, the Helicopter Section is commanded by a Lieutenant and staffed with a civilian Chief Pilot, one civilian instructor pilot, nine Patrolmen-Pilots, and one non-pilot observer.

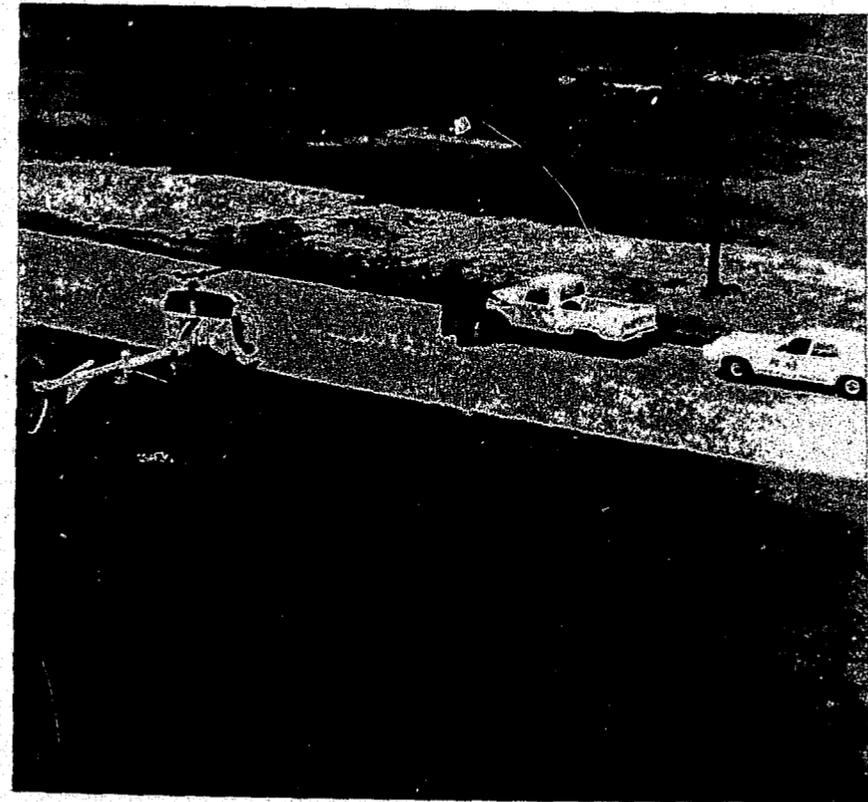
The operations of the Section involve routine patrol, responses to calls where airborne surveillance will assist ground units, special assignments such as major spectator events, burglary and narcotics surveillance, and flights for other city departments. The aircraft fly approximately fourteen hours per day, divided among three shifts.

During 1970, Section personnel assisted in the arrests of over 300 persons for investigation of felony offenses, many caught in the act, and responded to over 1,500 calls for assistance by ground personnel.

To date, the helicopter program has been completely funded by the City of Dallas. A Law Enforcement Assistance Administration grant, coupled with municipal funding, has been approved for an expenditure of \$464,000 to add to the Section three additional aircraft, fourteen more personnel, and hangar and office facilities. The Helicopter Section will become available, on request, to respond to calls for assistance by surrounding municipalities, thus expanding inter-agency service.

The Dallas Police Department feels that the helicopter program has been quite successful in its operations. Unfortunately, there is no definite means of evaluating effectiveness because so many variables are involved, such as the psychological effect on criminals or the expense versus the results.

The helicopter, however, is another police tool to be feared by the criminal, and as such, bolsters operational effectiveness.



A unique potential exists in use of aerial surveillance as a means of more effective police strategy.

Metro Squad

As the urbanization of America continues, sprawling communities have grown up, often adjacent to each other. The situation in Dallas County has been no exception. The existence of multiple police jurisdictions, combined with the far-flung mobility of criminals and organized crime activity, has created the need for greater communications between agencies so as to minimize duplication of effort and to enhance police effectiveness.

Recognizing this need, the Greater Dallas Area Organized Crime Task Force (Metro Squad) was activated in June, 1970, partially funded by a Law Enforcement Assistance Administration grant of \$197,077 for the first year's operation. Initially, officers from six police agencies in Dallas County were assigned. A seventh agency joined the Metro Squad in January, 1971.

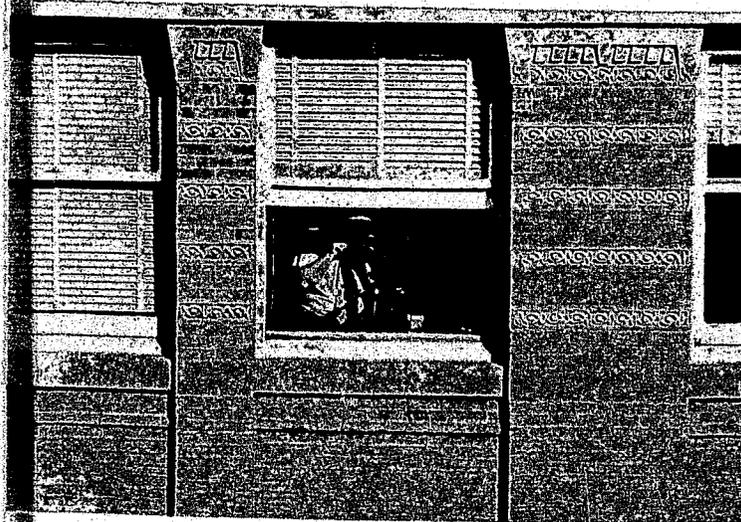
The objective of the Task Force is to encourage the free passage of information regarding the activities of organized crime in the Dallas area, not only between participating agencies, but to other affected law enforcement agencies throughout the state and the nation. A file was created on major criminals and suspected or known criminal leaders in the Dallas metropolitan area. When one jurisdiction seeks to prosecute an offender, information is available to them from Metro Squad files.

Primarily, the Task Force conducts surveillance operations on suspected and known organized crime activities with the intent of gathering intelligence and/or evidence. Task Force members will present evidence in court or other appropriate hearings as well as make the information or evidence available to affected agencies.

A three-member Board of Governors meets periodically to review and evaluate the efforts of the Task Force. Composed of the Chiefs of Police of three member agencies, they establish priorities for the group.

The general work of the assigned investigators is supervised by a coordinator from the Dallas Police Department, who is responsible to the Board of Governors. The coordinator forwards intelligence, activity, and progress reports to the Board for review. The assigned investigators work under the single coordinator in order to provide a unified thrust against organized crime.

Each of the investigators has attended various training courses related to organized crime and criminal investigation offered throughout the state.



A combination of intelligence and operations, the Metro Squad operates inter-jurisdictionally.

By December, 1970, 31 arrests had been made for gambling operations. Several major narcotic arrests also resulted from their operation.

During the first eight months of 1971, the quantity and quality of intelligence received increased. They ac-

counted for 89 arrests, 26 of which were for narcotics violations.

Second year funding for the Task Force, in the amount of \$20,000, has been granted. As the investigators gain increased experience and knowledge regarding organized crime activities, the introduction of organized criminal activities into the Dallas area, which has been minimal so far, should be hampered considerably.

Police Reserve Battalion

The needs of an urban metropolis often tax the resources of its police department to the limit. The police, of necessity, must establish priorities in their activities, sometimes at the sacrifice of some not-so-critical tasks. Even in some critical areas, resources are insufficient. A supplementary source of assistance must be located so that efficiency does not suffer.



Reserve officers are a ready source of manpower.

In 1952, the Dallas Police Department organized a Police Reserve Battalion as a means of augmenting and assisting the Department when additional manpower was needed, whether for policing special events, such as parades, athletic games, and visiting dignitaries, or for critical situations brought about by major fires and explosions, natural catastrophes, demonstration and protest marches, and any other unplanned event which taxes police manpower.

Currently, the Dallas Police Reserve Battalion is composed of 246 members, organized to reflect the structure of the police department itself. In 1970, reservists donated more than 62,000 manhours in support of Police Department activities.

Reservists voluntarily serve without compensation. They are carefully selected citizens of good reputation who are also physically able to participate in field operations. They must possess at least a high school education, have no record of a jail arrest of any kind, and not be a member of any other organization which is subject to call in emergencies or have an occupation which would conflict with police work. Each applicant is fingerprinted and undergoes a background investigation to include references, employers, and associates.

A Police Reservist may act in a police capacity only under the supervision of a regular officer. He may not enforce any laws except when asked to assist a regular police officer and his powers of arrest remain the same as any normal citizen. He may not wear or carry his badge except when in uniform, and the uniform may be worn only when authorized. He may not work in uniform as a special officer for pay, and he is not permitted to apprehend traffic violators.

Further, a reservist is not permitted to have red lights, siren, or any sign or decal on his personal automobile that identifies him with any police agency. Also, he is not permitted to have a radio transmitter on the police frequency.

Dallas Police Reservists are not allowed to carry firearms, although in uniform they are armed with a police baton.

Before a Reservist may undertake his duties, he must successfully complete an 80-hour training course at the Dallas Police Academy, at which he must have a 95 percent attendance record. After graduation, he is required to participate

in observation duty twice each month, whether serving in a patrol car, the Dispatcher's office, the jail, or with traffic officers. He must initially purchase his own uniforms and equipment until after one year of satisfactory service. He is also subject to the regular Police Code of Conduct both on and off duty.

In assisting the Dallas Police Department, the Police Reserve Battalion provides the much-needed manpower and support without which the police department would be unable to carry out effectively many of its functions, especially in the area of crowd control. Further, the community relations value of such an organization is unmatched through the favorable impression of the police the reservists pass on to their neighbors and associates.



Reserves meet a need when police strength is critical.

Operation Extra Eyes

The availability of manpower is probably the largest direct restriction to the effectiveness of police crime prevention efforts. Seeking to supplement manpower needs, especially when current strength is insufficient to meet community needs, becomes a vital area of concern.

Operation Extra Eyes was implemented in May, 1970, as a partial answer to this problem. Suggested and formulated by the Dallas Police Reserves themselves, the plan called for Reserve officers to voluntarily man unmarked police vehicles in high-crime areas of the city.

Working without compensation, volunteer Reserve officers obligate themselves to participate in the program on a specific night every other week, or twice a month. Five two-man elements patrol critical areas of the city from 7:00 p.m. to midnight, Monday through Saturday. Not permitted to carry firearms, the Reserve officers work in plainclothes in unmarked police vehicles with appropriate radio equipment. The Police Dispatcher is notified of their call numbers and area of assignment.

It is the task of these Reserve officers to patrol their assigned areas, notifying the Dispatcher whenever police response is called for, whether it be

burglars in a building, open doors on businesses, disturbances, or suspicious activities. They are not to take direct action themselves, but instead, await the arrival of regular police elements.

Coordinated through the Special Operations Division, the program has seen 747 police incidents brought to police attention through the alertness of these volunteers between May 5, 1970, and July 31, 1971.

This source of additional manpower, contributed voluntarily by public-spirited citizens, has proven itself as a temporary answer to the immediate needs of the Dallas Police Department. The concept attacks crime problems directly, yet remains flexible enough to be utilized in other ways as the need arises; uniformed supplement to crowd control situations and assistance at emergencies such as traffic accidents.



Checking out an open door is only one form of valuable assistance rendered by Operation Extra Eyes.

Community Radio Watch

As in so many other programs, the Dallas Police Department seeks any feasible means of supplementing police manpower in the field. By increasing the number of informational sources, the police may react faster and more efficiently. Such a program is Community Radio Watch.

In March, 1968, the Department began Community Radio Watch by enlisting the services of the public utilities with their radio-equipped vehicles. The purpose of this program is to enlist the support of citizens whose personal or other vehicles are equipped with two-way radios in order that the police might have more eyes and ears with which to note the need for police service. Those participating would report any police or fire incidents through their own base station to the proper dispatch center.



Watch members find they want to render assistance.

In June, 1969, responsibility for the program was transferred to the Communications Section. The potential of this program for expansion to private industry and a variety of existing amateur and citizen band radio organizations prompted the formation of the Community Radio Watch Council.

A resolution asking for the creation of the 10-man Council was confirmed by the Dallas City Council in February, 1970, and appointments to the Council by the City Manager were also confirmed. A police officer was assigned to provide liaison between the Council and the Police Department.

A modification was made in the computer processing of calls for police service so that a record could be established of those calls received from Community Radio Watch members. The organization has since grown to include all city departments with two-way radio systems and a number of amateur radio and citizen band clubs. By January, 1971, the force had grown to 1,760 radio-equipped vehicles.

In May, 1971, responsibility for coordination of the program was reassigned to the Information Division. Monthly meetings of the Community Radio Watch Council have been established, and in July, the Council agreed to participate in the Department of Civil Defense Tornado Watch program. A monthly newsletter, "The Mike," now provides feedback to organization members and keeps them posted as to what others in Community Radio Watch are doing. The Dallas Water Department prepared a brochure to insert with water bills telling of their participation in the Community Radio Watch program.

Groups, rather than individuals, are accepted for membership in the program. A roster of members from each group is checked and background checks are made on each participant. Members with police records for major misdemeanors or felonies are excluded from participation.

Participation in this effective community involvement program has been satisfactory and the Department is looking to even greater activity.

Police Alert System

Where the uniformed patrolman maintains constant communications through the police radio while on patrol, the plainclothes officer is often out of touch with his unit while conducting investigative duties. Often, it is necessary to contact an investigator but this proves difficult because of his lack of immediate access to a radio.

With the approval of \$81,000 in matching funds from the City of Dallas and the Texas Criminal Justice Council, the Dallas Police Department is currently planning the initiation of a pilot Police Alert System project.

The objective of the project is establishment of a rapid communications capability for plainclothes officers and their Department units. Electronic pagers will be utilized which will enable unit supervisors to notify a plainclothes officer to call his unit by telephone. The pagers will be issued to personnel of the Criminal Investigation Division, Youth Division, Vice Control Division, Intelligence Division, and others as the need arises.

Each officer who is issued a pager will wear it on his person while on duty, as well as off duty when designated to do so by his supervisor. Each pager has an individual call number and will receive only messages transmitted for

that particular unit. Messages will be transmitted through access lines placed in telephone instruments located in all participating units and the Police Dispatchers Office. When the receiver on the telephone is raised and a call number dialed, the pager will alert the officer with a 30-second intermittent beep. The investigator will immediately contact his unit.

With the initial purchase of 300 pager units, the project will be evaluated for approximately four months.



The pager is demonstrated during early testing.

**TECHNOLOGICAL
PROGRAMS**

Police Computer System

The speed with which we are able to obtain information has been shown to be a critical element in our operations. Further, the high mobility of the modern criminal has made it essential that suburban communities as well as larger urban areas have access to necessary information. The computer, as the latest of many new police tools, has been developed to meet the challenge.

The Dallas Police Department established its Data Processing Division in 1969, at a time when few police agencies across the country were very aware of the computer's potential in police operations. Like these other agencies, the Dallas Police, through experimentation and trial and error, sought to make the broadest application possible of computerization to its activities. The result has been quite successful.

One of the computer's first applications was the Computer Assist Dispatching System, described elsewhere in this book (see page 74). Essentially, when a call for police service is received by a telephone clerk, the location, name of the complainant, type of call, and if a police element is needed is entered into the computer. The computer matches the street with a police beat and reporting area, determining the patrol elements in that area available to answer the call. A record is created for this call with a distinct service number.



The use of the computer in police operations has enhanced all police services.

The service number, type of call, and the other information are printed on the terminal of the appropriate dispatcher, who then assigns an element to the call and clears the element after he completes the assignment. If the telephone clerk determines that no police element is required, the call is transferred to the Police

Expediter Unit (see page 77).

All calls for police service are entered into the system, creating a record of calls in the file. Each call is automatically assigned a sequential service number and each recorded call is then accessible by that number. When an officer submits a report related to a call, it is forwarded to the Staff Review Unit in the Report Section where it is coded and entered into the system by the service number. Additional data as reported by the officer is added to make the Call File Record complete.

The Call File is further automatically divided into new records. When an accident classification code is entered, an Accident Statistical Record (ASR) is established which contains all information concerning a traffic accident, the driver at fault, and an additional record indicates all other drivers and injuries. When a Uniform Crime Reporting or crime classification code is entered, an Offense Statistical Record (OSR) is created which enables the police to produce summaries of complete criminal activity in Dallas, including prop-

erty losses. This record will also reflect the amount of stolen property recovered, number of offenses cleared, and unfounded offenses. The record will also indicate which follow-up investigator is assigned to the offense and its current status.

In addition to the above uses, a number of on-line reviews are available. The operator may determine the beginning service numbers by day, location of intersections in the city, activity on a given police beat, types of calls, the names of persons involved in accidents, assignments of police elements, elements available for call, or a file of ambulances.

Also established in 1969 was the North Central Texas Crime Information Center, utilizing Law Enforcement Assistance Administration and matching funds totaling \$235,711. Involving eighteen area police agencies, as well as the National Auto Theft Bureau, the Center aims at a centralized system of information exchange which will enhance the efficiency and effectiveness of the cooperating law enforcement agencies.

To establish computer-to-computer interface, the City of Dallas initially contracted with a private agency for a consulting service to educate city personnel in order to program such an interface. Each participating agency ordered and installed IBM 1050 typewriter terminals. Since initiation of the program, participating agencies have been able to clear numerous offenses by their terminal capabilities which would not have been available to them previously. Regional cities are using the information center to check their respective jail populations, automobiles, and other items, as well as enter their own information.

The City of Dallas purchases all materials, such as console paper and format cards, in volume lots and sells these supplies to regional participants at cost, representing considerable savings to them. The regional terminals lease their terminals and pay the line costs, including data sets on each end of the line. The City of Dallas does not charge these participants for computer storage or file maintenance.

Future plans for the North Central Texas Crime Information Center include converting machinery to enable quicker access into computer files and communication between participating terminals, implementing a regional misdemeanor warrant file, and implementing a known criminal offender file.

Introduction of the computer and data processing to the Dallas Police Department has streamlined police operations. Officers in the field no longer experience delay in obtaining needed information. Regionally, inter-agency cooperation has been enhanced beyond anything previously experienced. The computer has taken its place as important and critical police technology.



Through quicker retrieval, the officer in the field is freed for greater patrol.

Computer Assist Dispatch

In January, 1970, the Dallas Police Department installed a new system to increase the speed and accuracy of processing citizen calls for police service and certain information requests from field officers. Two IBM System 360, Model 40, computers operated by the city's Department of Data Services were utilized for this program, a portion of the costs being defrayed by an IEAA discretionary fund action grant of \$150,000, for a total expense of \$250,000 with matching funds.

There are three general points of input and a number of random retrieval and routine output systems. An overview of the police dispatching and reporting procedure best describes the points of input.

A call for police service is taken by a clerk in the communications center and is entered into a CRT (video) computer terminal. Even though as much information as possible which can be obtained from the complainant to better equip



With computers, the tasks of the dispatcher are simplified and enhanced.

the responding police element is entered into the terminal, a call may still be processed with a simple entry of only the address, type of call by signal number, and the clerk's initials. The computer checks its location file and adds the beat number; it assigns a consecutive service or control number; adds the date and time; then includes the radio call numbers of all nearby police elements available for the call. The computer directs the message to a teletypewriter computer terminal located beside the radio console serving the district in which the call is located. All of this is accomplished in an average of four seconds.

The radio dispatcher adds information to the record created by the original input, such as the call number of the police element assigned, assignment time, arrival time, and clearing time.

The second general area of input is in the Staff Review Unit of the Report Section. As the written report of an incident is received and processed, the computer record is compared and corrected. Every report received is coded for statistical purposes and a supplementary page is created for follow-up and conclusion reports. A "real-time" cross-index to all calls for police service by number, location, and name is automatically created. This index has a maximum capacity of 90 days, so each 90 days a microfilm cassette is developed which can be viewed on a high-speed viewer.

The third general area of input involves the interfacing of the North Central Texas Information Center regional group, consisting of fifteen North Central Texas cities. This interface includes a direct access switching for all participants to the National Crime Information Center (NCIC) in Washington, D.C.

In addition, a regional stolen vehicle file and misdemeanor file is also accessible. Thus, any member of the system can check both locally and nationally for stolen vehicles, and nationally for wanted persons through our computer system.

By utilizing the original call for police service and updating input, a data base is developed for a number of useful computations and reports. For example, the Dallas Police Department compiles the statistics for its Monthly Crime Summary from the data base of the computer. It is anticipated that the computer will be able in the near future to supply these statistics on a daily basis. The computer also has a basic use in the design of police beat configurations and other manpower distribution needs.

In recent months, a new program, LINC, has been modified for the computer system which permits several on-line review capabilities. In addition, it permits an on-line cross reference of calls for service, the establishment of a regional misdemeanor warrant file, the addition of a second transmission line to NCIC, and the addition of a city street intersection file. Further, the system is now capable of doing this and all of the other processes faster than it was previously capable of doing.

The ultimate result of the improvements in this system has been capabilities to directly assist the officer in the field. Additional programs available from state and national resources will be such capabilities as on-line access to vehicle registration and criminal history files.

Thus, through innovation in technology, the police are better equipped to provide faster and more efficient service.

Police Expediter Unit

The Dallas Police Department is continually looking for new methods to conserve manpower strength for more critical police needs.

One such method was implemented as a pilot program in December, 1969, in the form of a Police Expediter Unit. The program was calculated to reduce the number of manhours consumed by field elements through the technique of accepting certain types of criminal offense reports directly from the public by telephone rather than sending one or more officers to the complainant.

For the pilot effort, experienced field officers were assigned temporarily to the Communications Section facility under the supervision of two Patrol supervisors. These early attempts indicated much promise and plans were developed to allocate office space adjacent to the Communications Center to accommodate the required number of personnel without overcrowding.

An IEAA discretionary grant of \$150,000 was obtained to assist in the attend-



The police clerk takes a call not requiring police presence.

ant equipment costs, which included additional telephone instruments for a soon-to-be-installed Automatic Call Distributor telephone system for the Communications Section. Other equipment included an IBM Model 2740 teletypewriter computer terminal to receive "call back" messages from telephone clerks; an IBM Model 2260 Video Computer terminal to assist in the assignment of control numbers to reports; and six 6-button telephones appended to the City Hall switchboard to receive calls of a certain category from field officers. Matching funds for the grant were in the form of overtime pay for volunteer officers working their days off on this assignment.

The complainant's permission to process their complaints through the Expediter Unit was obtained by the telephone clerk, who either transferred the call to the Expediter Unit or obtained sufficient information for the officer to telephone the complainant back within 15 minutes. If the complainant preferred, an officer was sent to the scene to take the report.

The following types of reports telephoned in by citizens were referred to the Expediter Unit, based generally on the small likelihood of physical evidence being available:

1. Automobile theft
2. Breaking and Entering Motor Vehicle
3. Auto accessory thefts
4. Other thefts (such as bicycle)
5. Missing persons, runaways
6. Destruction of private property
7. Miscellaneous incidents
8. Information and referrals

9. Crimes against persons intelligence
10. Crimes against property intelligence
11. Supplementary reports
12. Others

For certain types of reports, field officers could telephone the Police Expediter Unit after completing his on-the-scene investigation and cause a written report to be made for him. This resulted in expeditious follow-up by the investigative unit responsible for the type of crime involved. These offenses were:

1. Assault on Police Officer
2. Automobile theft
3. Burglary, business and residential
4. Extortion
5. Kidnapping
6. Murder
7. Thefts
8. Missing persons
9. Rape (forcible)
10. Robbery, business and individuals
11. Supplements
12. Others

In October, 1970, the Police Expediter Unit was transferred to the Communications Section to provide 24-hour supervision by on-duty supervisors and to assist in a closer coordination of efforts by the officers and personnel working both in the Unit and in Communications. Overtime field personnel continued to be utilized for the Expediter program.

The general public has expressed an acceptance of this program through their willingness to cooperate with its processing procedures. There have been several instances in which an automobile theft has been taken by telephone; the various identity numbers and description verified through the Texas Highway Department Motor Vehicle Division; a police radio broadcast and National Crime Information Center (NCIC) entry accomplished; and a resultant apprehension of the vehicle occupied within 15 minutes. This represents approximately 25 percent of the time formerly required to obtain the necessary information for a report and 5 percent of the average time required to disseminate the information to NCIC and to field elements.

A modification added to the project has been the introduction of civilian clerical personnel to obtain the necessary information for a report from a complainant and to prepare the necessary written offense report. A majority of the complainants willingly permitted the clerical personnel to handle their problems. Police officers, however, are still required to respond to some of the complaints.

Other experiments have shown that the use of typewriters to prepare reports received both from the public and from field personnel have given clerical personnel more time to handle additional calls. The reports, when typed, were completed more quickly and more legibly.

From June, 1970, through April, 1971, the Police Expediter Unit processed 72.4 percent of all reports called in by citizens and 37.7 percent of all reports from field officers. This amounts to the Unit processing 65 percent of all reports telephoned in. In the same period, it is estimated that the Expediter

Unit was responsible for saving approximately 19,264 manhours of personnel in the field.

Because of the apparent success of the program, a request has been placed for second year funding by the Texas Criminal Justice Council of \$75,000.

COMMUNITY RELATIONS PROGRAMS



Use of the Police Expediter Unit permits saving of many valuable police manhours.

Operation: Get Involved

In 1969, Dallas, as most other major cities, experienced an upward spiral of major crimes; over 75 percent above the previous year. The three major crimes of rape, theft, and robbery more than doubled that experienced in 1968. The spectre of crime haunt-

ed citizens and forced changes in many daily habits of living brought about by the greater prospect of becoming a victim. All indications pointed toward an almost fortress existence for homeowners, apartment dwellers, and businessmen.

The National Crime Commission, in seeking to identify major factors contributing to the rapid growth of crime, cited the increasing urbanization of American citizens as the major cause. This rapid urbanization resulted in an increasing number of restless and resistive youth, failure of parents to adequately train and discipline their children, permissiveness, and most directly, citizen apathy and the desire to simply not become involved in the multitude of problems which surround them.



Through Operation: Get Involved, citizens are able to discuss local crime problems.

In order to put a halt to the rapid increase in crime, Dallas Police, in February, 1970, initiated a new program to solicit support and assistance for the police through the organization of citizens' crime-fighting committees throughout the city. The program was officially named "Operation: Get Involved."

IMPLEMENTATION

In order to rapidly accomplish initial committee organization, five patrolmen and a sergeant were assigned to the Community Services Division, which had the responsibility of coordinating the citizen involvement program. The officers' first task was the identification of community leaders and utilization of their leadership abilities in the organization process. Initial contacts were established with the Chambers of Commerce; Kiwanis, Rotary, and Lions clubs; Community Action Committees; Parent-Teacher's Associations; Apartment Managers' Associations; and many other civic groups. These groups were instrumental in providing leadership for project committees and strong support was also received from area churches, banks, and insurance companies.

The Police Department has divided the city of Dallas into five police districts and each of the five patrolmen in the Community Services Division was assigned to one district as a full-time Beat Committee organizer. There are a total of 109 police beats in Dallas, and the objective was to establish a functioning citizens' committee on each beat. With the formal organization of a beat committee, its members would elect a chairman, vice chairman, and secretary and hold monthly meetings.

All forms of public information channels were used to alert the public to Operation: Get Involved, including newspapers, radio, television, speaking engagements, and conferences with influential groups. Special newspaper supple-

ments, aimed at both community involvement and police recruiting, were widely distributed. Also, the newspapers cooperated in the printing of a special application blank which the citizen could fill out and mail to the police department, indicating his desire to "get involved."

Community Services personnel built an index file of these application blanks by police beat. When a sufficient number of people on a single beat had been identified as interested, organization of a beat committee would begin, coordinated by the officer assigned to the district in which that beat was located.

In addition to sworn personnel, the civilian position of Community Service Officer was created to aid in the program. With the initiation of a new beat committee, the CSO's would utilize the index file to personally notify each beat committee member as to the next monthly meeting. Meetings are held in a facility on the beat, such as a school, church, or other available building.



Police-citizen communications enables a feeling of security.

The Community Services Division officers, in setting up the beat committees, would plan a monthly agenda for meetings, in cooperation with committee officers, who are normally elected after the third or fourth monthly meeting. Programs would include the presence of the actual officers from all shifts who patrol that particular beat. They would review the crime situation for that beat, concentrating on preventable offenses, such as auto theft, burglary, and

others, emphasizing what steps could have been taken to prevent that offense. The program would also include a presentation dealing with a specific crime problem and what steps the citizen could take to lessen his chances of becoming a victim. Other presentations might be a demonstration of some interesting aspect of police operations, such as the police helicopter or the use of police canines. The question-and-answer sessions between police and citizens are of tremendous value at these meetings.

After the beat committee has been sufficiently organized to the point that the elected officers are able to handle their own coordination, responsibility for the committee is transferred to the Patrol Division. The committee chairman works in conjunction with the beat officers; the Community Services Officer continues to act as an advisor and as a resource person for program planning.

Once a beat committee has been transferred to the Patrol Division, responsibility for notifying the community becomes the responsibility of the committee chairman. He will continue to telephone all listed members, as well as place announcements of the next meeting in prominent places throughout the beat, such as in shopping centers and stores. In addition, special flyers announcing the program are distributed door-to-door. These are prepared with assistance from Community Services Division personnel.

OBJECTIVES

The basic objectives of the Operation: Get Involved program are to reduce and prevent crime through joint police-community cooperation, and to improve citizen-police relations through personal communications. The Dallas Police Department hopes to achieve these objectives by:

1. Establishing a rapport between the citizens and the police.

2. Enabling the police to become more aware of community expectations.
3. Enabling citizens to become more aware of police problems.
4. Encouraging the prompt reporting of all unusual circumstances which indicate criminal activity.
5. Creating a police-citizen "partnership" which will work toward the immediate reduction of crime in each neighborhood.



Crime trends pointed out to citizens is one way of emphasizing vulnerability.

SUBCOMMITTEES

With the creation of an organized beat committee, three subcommittees are initially developed and a chairman selected for each.

The Crime Review subcommittee chairman works closely with the three beat officers on problems related to the general and specific crime problems of the beat. This subcommittee also conducts and initiates drives with the objective of reducing crime.

The Youth Subcommittee is composed of young people, preferably teenagers. The chairman works closely with the three beat officers on problems experienced by young people in that area. Coordination is maintained between School Community Guidance Centers, the Helping Hand program, and the Department's Youth Division. Problems of drug abuse, delinquency, school drop-outs, and runaways receive this subcommittee's attention. Further, they have a responsibility to recruit more young people in the fight against crime.

The Membership Subcommittee also works closely with the three beat officers in an effort to enlist new members. It initiates membership drives by contacting people who live on the beat and who respond to "Get Involved" correspondence. It makes every effort to establish total involvement within the neighborhood.

Additional subcommittees might be established to cope with special problems and their formulation is dictated by need.

BEAT OFFICERS

The three beat officers who actually patrol the beat on which the committee is organized work closely with the committee and subcommittee chairmen. They keep the beat committee informed of current criminal activity prevalent in the area, such as types of crime, trends, methods of operation, crime prevention techniques, wanted persons, and stolen vehicle license numbers. The officers are able to obtain and evaluate this information through the Planning and Research Division and their own District Station. The officers also take advantage of the beat committee meeting to exchange information on particular problems and to coordinate efforts to reduce crime on that beat. The senior officer acts as coordinator.

DISTRICT COMMITTEES

A minimum of three representatives from each beat committee are organized into a District Committee, which meets at designated intervals with the District Manager for their area. The district committee is an extension of the beat committee concept at a higher level and seeks to examine such problems as increased beat committee membership, additional assistance to police operations, and other problems which can be coordinated between beat committees. Constructive ideas are sought and subcommittees are established to look at problems,

CONTINUED

1 OF 2

such as public relations, traffic, membership, programs, criminal activity, neighborhood improvement, and street lighting.

EXECUTIVE COMMITTEE

One member from each of the five district committees is elected to serve on the executive committee. Generally, these representatives are community leaders and experience has shown that the best selection process is election by the District Committee.

These representatives meet at designated intervals with the Chief of Police to discuss policies and other executive matters. The committee will convey the community feelings and attitudes, but acts in an advisory capacity only.

ACCOMPLISHMENTS

Currently, fifty functioning beat committees have been organized, with fifteen additional committees in various stages of development. Of these 50 committees, 31 have been transferred to the Patrol Division. From February, 1970, through August, 1971, 1,051 beat committee meetings have been held in Dallas. Approximate total attendance is 57,611 for this same period.

Among the major accomplishments of these beat committees are:

1. Valuable feedback to the Police Department from all districts regarding lack of understanding of police policies and procedures which has enabled the Department to take corrective action before major problems resulted.
2. Information regarding criminal activities and citizen needs has been received by patrol officers participating in beat committee meetings.
3. On their own initiative, committee chairmen have divided their beats

into smaller zones and appointed "block captains" to be responsible for their area.

4. Beat Committee chairmen and members have conducted public speaking engagements before Parent-Teachers' Associations and other civic groups to encourage citizen involvement and participation in the program.
5. Selected beats have implemented a project whereby citizens in those beats display lawn signs indicating their involvement and willingness to report crime.
6. The Community Services Division publishes a newsletter monthly to all beat committee members so that they may be kept informed as to what other committees are doing and any current police needs. One beat committee publishes its own newsletter.
7. Recruit officers undergoing basic police training are attending beat committee meetings so that they will be more familiar with the operation before they enter the field.
8. Personnel Division officers utilize beat committee meetings for recruiting purposes.
9. When the state legislature was considering revision of the state Penal Code in 1970, several committees conducted letter-writing campaigns supporting changes and recommendations proposed by the police department. Members and citizens were provided with a pamphlet outlining these proposals.
10. The beat committees represent an ideal approach through which to implement other police-community programs, such as computerized identification of valuable property marked with drivers license numbers, school programs on an annual basis, and others.

RESULTS

With the beginning of 1970, serious crime began to level off after its climb in 1969. After the initiation of the Operation: Get Involved program in February, crime peaked out in July, 1970, for the highest one-month total of index crime in the history of Dallas. Beginning in August, crime began a downward trend so that through September, 1971, total index crime for the first nine months of 1971 was 10.66 percent below the same period of 1970.

While this progress in crime prevention may not be entirely attributed to Operation: Get Involved, it is almost as certain that the decrease would not have been as significant without that community effort. The police and the citizens of Dallas have successfully come together in a common effort against the crime problem.

Community Service (Storefront) Centers

Although police-community relations programs are all designed to meet specific needs and objectives, primarily the opening of channels of communications, none will be very successful if they are not geared to those segments of the community which need them most. In those areas of a municipality where the need for police service is most critical, critical also is the need for understanding and cooperation between citizen and police; there must be a continuous interchange of information and viewpoints.

In May, 1968, the Dallas Police Department inaugurated the Community Service (Storefront) Center concept. Four centers, manned by two uniformed officers, were opened in primarily low-income, high-crime areas of the city, in an effort to close what was felt to be a serious communication gap between these citizens and the police.

The primary objective of these Community Service Centers is to bring the services of city hall to the community they serve. In addition, the services of other public and private agencies which deal with education, welfare, and employment are made available through the Centers.

The officers in the Service Centers work with the residents of a particular

area in an effort to emphasize the mutual interdependence of the Police Department and the community at large in the maintenance of law and justice and in the prevention of crime; to develop mutual respect and understanding between the police and the people they serve; to promote public cooperation and police effectiveness. The police work with the community to solve community problems.

The Community Service Centers, which are under the supervision of the Commu-

nity Services Division, are all located in easily accessible locations within their respective areas. They are open from 10:00 a.m. to 6:00 p.m., Monday through Friday.

These hours of operation have proven to be the most ideal for area residents. In addition to the four Centers, a mobile unit is available for assignment in all parts of the city on a short-term basis, either at the request of residents or when a need is discovered through police-citizen contacts.



The Service Centers open new approaches to Police-Citizen rapport The two officers staffing each Center are

available to receive requests and complaints. They will talk to anyone who has a problem and are not restricted to police-related matters. They will counsel with individuals, groups, or organizations on any problems which might arise regarding municipal services. They will explain who to see and how to obtain results. In most instances, the officers will initiate the required action.

Many personal problems, of course, do not involve the departments of municipi-

pal government; their solutions lie with one or more of the many public agencies in Dallas. The officers' knowledge of these agencies and the services they perform quite often save citizens a frustrating search for assistance. Regardless of the type of problem involved, the Community Service Centers act as a discovery and referral agency.

After forwarding the request or complaint to the appropriate agency for correction, the officers follow up in order to be certain the situation has been resolved. If the request does not involve personal service to an individual, the officer will report to the complainant just what action has been taken. Many complaints require only an explanation of policy or procedure and are thus immediately resolved.

In addition to their work in the Centers, the officers are also available for neighborhood or club meetings. In many instances, their counsel has been valuable in organizing community improvement and recreation programs. Also, the officers conduct security checks of businesses and make recommendations to the owners as to how they may be more secure. Requests for these checks are forwarded to the Centers by officers in the field.

In October, 1970, civilian Community Service Officers, part of the Dallas Police Department's new para police program, were assigned to the Service Centers. These assistants, both male and female, were able to extend the efforts of the Centers into more segments of their respective communities.

Shortly thereafter, in November, 1970, a \$56,000 Civic and Recreation Grant was approved by the Law Enforcement Assistance Administration. The Centers

have been able to effectively utilize this money for organized recreation programs for youth in different sports as well as to supplement budget needs.

Currently, plans have been approved and funds set aside for the addition of two new Service Centers, as well as relocation of one of the original Centers. This illustrates the success enjoyed by this program.

The Police Community Service Centers have helped to make police personnel more aware of the public's point of view, as well as more sensitive and responsive to the needs, feelings, and attitudes of the community as they pertain to police services. They have also served as a vital medium for public education and problem-solving by interpreting police policy and procedure to the community.

In addition, the Centers have also been a strong force in counteracting negative reactions to the police. They have stimulated ways and means by which local citizens get to know the policemen who serve their particular area as individuals, cultivating an appreciation of the police officer as a necessary and vital element within their neighborhood and community. The face-to-face relationships resulting from the program have allowed police and public alike to gain a better understanding of each other.

The Centers have contributed to fulfillment of the important need to improve inter-group relations and lessen racial tensions. Dallas, unlike many other major urban areas, has had a minimum of such tensions. While the existence of the Community Service Centers has not been the only reason for this, certainly they have gone a long way in developing serious intra-community dialogue and promoting major advancement in understanding tolerance and change.

Speakers Unit

One of the primary ingredients of a successful Police-Community Relations effort is that of public education. The Police Department has an obligation to keep the members of the community it serves informed about all interest areas in which the police are involved. The interest by the public in police operations and the threat of crime has prompted a desire to be better informed and, more importantly, moved to action.

The Dallas Police Department maintains a Speakers Unit through which to coordinate public requests for any form of presentation, whether a demonstration, a lecture, or a question-and-answer session.

The Speakers Unit is coordinated by the Program Development Section of the Community Services Division. When a citizen such as the program chairman of a civic organization calls to request a police presentation, the details of the request (desired topic, date, time, place, etc.) are recorded on a Speech Request form. This Speech Request form is forwarded, along with a Confirmation form, to the Division Commander under whose jurisdiction the topic falls. For example, a request for a speech on Shoplifting would be forwarded to the Criminal Investigation Division while a request for a presentation of the pol-ygraph would be sent to the Information Division.

The Division Commander will assign the speech to a qualified subordinate and return the Confirmation form to the Program Development Section indicating the assignment. The Section maintains a monthly log of all speech requests and their status. The Speech Request form is given to the officer assigned and it is his responsibility to confirm it with the requesting citizen and fulfill the request. At the completion of the presentation, the Speech Request form is then returned to the Program Development Section with the speaker's comments.

The Dallas Police Department averages approximately 150 speeches and presentations per month.

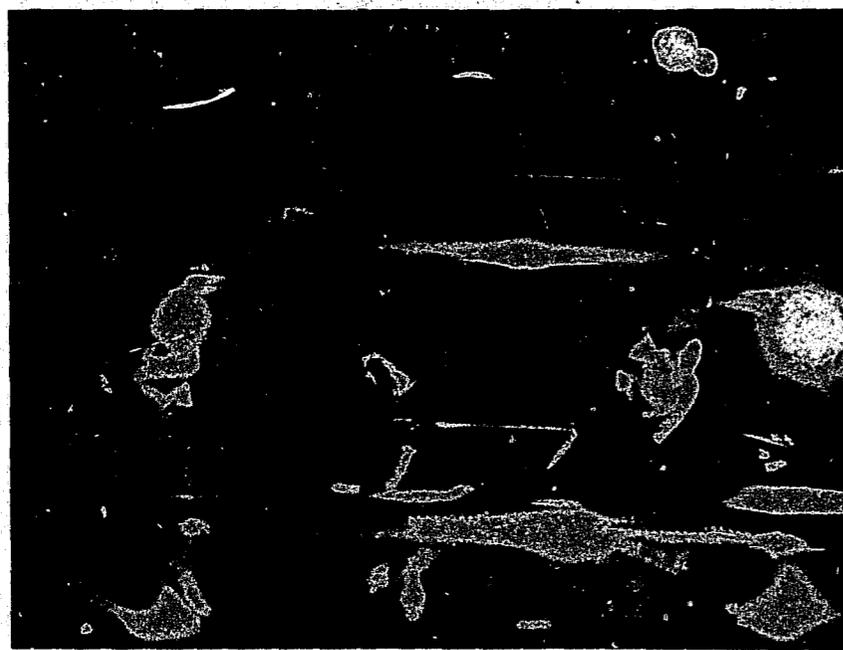


A police speaker is being introduced to a community organization.

Civilian Patrol Observation

A major obstacle to soliciting and obtaining public support on a massive scale for the operations of any municipal law enforcement agency is the negative image of the police and a basic lack of knowledge about police operations.

Utilizing the natural attraction that law enforcement has for most people, a program was initiated to expand the frequency of civilians riding a tour of duty with a police officer. The objective of such a move was to provide the civil-



Despite television, there is a gap in the community's knowledge of the complexity of police operations.

ian observer with a greater awareness of the complexity of the police function, the variety of tasks the individual patrolman is called on to perform, and to demonstrate the "humanness" of the police officer. Hopefully, such a program would go a long way in destroying false

stereotypes of the police and motivating the civilian participant to greater concern for crime conditions, as well as instilling increased respect for the police officer and the law enforcement function.

Patrol "ride-alongs" have been coordinated by the Community Services Division for a number of civic organizations and area college students whose interests are in the areas of religion, law, sociology, and psychology. Individual citizens or small groups who desire patrol observation are scheduled by the Patrol Division at the District Station involved.

Because of the nature of police work and the potential threat to the safety of the civilian observer, a number of guidelines were established for such observation.

1. Only males from the age of 15 years and up are permitted to ride observation.
2. Each observer is required to sign a Waiver of Liability in the event of a traffic accident, with parents being required to sign a waiver for observers under the age of 21. These waivers are maintained in file for six months and should an observer repeat the experience, the waiver remains in force for that period.
3. Civilians are limited to one patrol observation ride in any 30-day period, primarily because of the increasing volume of requests for such rides.
4. Observers are required to wear either a business suit or a conservative sports suit with tie. In addition, those with beards, exceptionally long hair, moustaches, and sideburns are permitted if such hair is clean and neatly combed.

5. Observers are instructed not to become physically involved should their officer-partner need assistance, but are encouraged to use the police radio to summon aid. Except for the radio, civilian observers are not to use any police equipment.
6. Observers are also instructed to pay strict attention to their officer-partner and do as he says.
7. A supervisor may terminate the scheduled observation ride if the civilian does not meet expected standards or if there is any indication that police operations will be hampered in a significant manner. In addition, the ride may be terminated at the request of the observer or by a supervisor at the request of the assigned police officer.
8. The civilian observer is urged to ask questions if he does not understand an officer's response to a situation. The police officer will make every effort to explain his duties and police operations.

At the completion of the observation ride, civilian observers are asked to complete a questionnaire. They are asked for a general opinion of the experience, if they are a member of an Operation: Get Involved beat committee, if they observed some-



The civilian riding observation is given insight into the true role of the police officer in the community.

thing which they feel should be changed, if their attitude toward the police has changed in any way, and any suggestions as to possible programs the police department should implement.

These questionnaires are forwarded to the respective District Manager for review and then on to the Community Services Division. Without exception, the forms have reflected favorable results from this program. Many observers noted a change in their attitude toward the police and their misconceptions of police work. The forms also represent an additional source of evaluation as to the effects of the Department's public information efforts. One example has been the lack of knowledge many citizens have concerning the Department's Operation: Get Involved community anti-crime program which has received tremendous publicity in all media for the last year.

This program will continue to be emphasized because of the positive results indicated. It has become a major tool of communication with the public to better inform them about police operations and the nature of the police officer himself.

Citizen Certificate Of Merit

With the initiation of an extensive community involvement program in 1969, the Dallas Police Department sought some means of recognizing those citizens who chose to "get involved" and contributed to crime prevention in a significant manner.

A Citizen Certificate of Merit was designed for presentation to individuals who participated in a law enforcement effort and gave special assistance to the Police Department. Usually presented personally by the Chief of Police, all citizens are eligible for the award who exemplify excellence in performance of their civic responsibilities. They are honored for showing unselfish devotion to their fellow man and for those actions which bring honor not only to the recipient, but to the City of Dallas.

The award is not limited to any specific action, but would cite a person for such things as aiding police officers whose lives are in danger with unruly prisoners, rescuing drowning victims, or willingness to disclose vital information which aids in the apprehension of criminals.

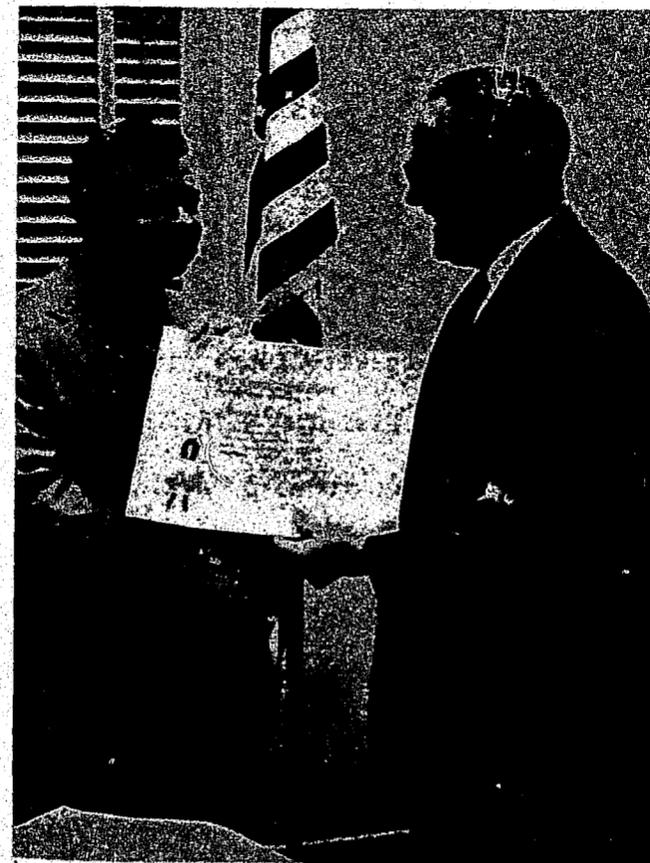
Officers in the field are encouraged to recognize and submit the names and details of incidents in which citizens are responsible for commendable actions.

The recommendations are forwarded through channels to the Assistant Chief of the Administrative Services Bureau who, along with the Chief of Police, determines if the citizen's act is worthy of the award.

The Public Information Section of the Community Services Division arranges the time, place, and associated news coverage for the presentation.

Numerous certificates have been awarded and press coverage has been extensive. The certificate has been beneficial in allowing the Police Department to let those citizens who have taken the time to "get involved" know that their actions are appreciated. Also, these presentations have reminded Police person-

nel of the public willingness to support them and provide a significant motivation to do an even better job.



The citizen who makes the effort to "get involved" deserves police recognition.

Social Services Consultant

In March, 1969, after a series of consultations between the Community Council of Greater Dallas, the National Council of Jewish Women, and representatives of the Dallas City Manager, the City Attorney, and the Police Department, it was recommended that a social services position be established within the Community Services Division to:

1. Offer casework services to offenders and their families as soon after arrest as possible, focusing primarily on the family situation.
2. Offer casework services to victims of offenses when special hardships result.
3. Utilize this position's special relationship with large civic organizations to provide the Community Services Division with helpful services which these organizations might be able to make available to families in need.
4. Furnish the Police Department with consultative assistance in possible development of future corrections oriented programs.

It was recommended also that the worker in this position should utilize the services of community agencies to the benefit of his clients. However, he should not refrain from delivering counseling services over reasonably long periods of time when intervention is critical in the prevention of family deterioration.



The Social Services Consultant fills a unique function within a police agency.

One of the most immediate benefits of the Social Services Consultant was his availability to the Dallas Police Department's Community Service (Storefront) Centers. One of their objectives is to work with the primarily low income areas in solving community and/or personal problems. The officers and civilian personnel staffing these centers were somewhat limited in ability and training to meet such an objective. The availability of the Social Services Consultant permits him to serve as an advisor and consultant to the Center staff, to more readily utilize the services of other public agencies, and to extend counseling services when no public agency is readily available. He is able to provide the professional guidance required for counseling and long-term assistance programs.

The Social Services Consultant makes recommendations and develops rehabilitative programs for those persons who are repeatedly charged with minor offenses. These programs are designed to assist in solving such problems as unemployment

An initial grant from the Texas Criminal Justice Council in June, 1970, for \$13,592, matched by a \$10,000 contribution by the National Council of Jewish Women, saw the creation of a Social Services Consultant position. A sociologist with a Master's Degree in Social Rehabilitation and Social Services was employed to implement the program.

due to the lack of skills, domestic problems, and environmental conditions contributing to circumstances resulting in arrests.

It is the assumption of this project that there is a mutual interdependence between the Dallas Police Department and the community at large in the maintenance of law and justice. Further, it is assumed that the development of mutual respect and understanding between the police, the people they serve, and the community at large is essential. Through the Social Services Consultant, the police have an opportunity to project a positive rather than negative image as a constructive participant in relieving the community's problems.

In the first year of the program, the Social Services Consultant made 237 individual contacts, ranging from alcoholic and problem drinkers to families in distress, mental illness problems, and city ordinance violators. He has worked with numerous multi-problem families and has aided individuals in these families in areas of employment, job training, food, clothing, counseling, and meeting numerous other needs that they require to function as members of their family and the city of Dallas. Especially effective have been efforts with problem youths, either through referral to proper agencies or counseling after referral from the Department's "First Offender" program.

The Consultant was also responsible for the implementation of "release on recognizance." In this effort, city jailees are released on their personal promise to pay their fines after the Consultant has investigated and evaluated these individuals' employment status and intent to pay their fines. The municipal Court has been cooperative in accepting his recommendations and in designing a schedule of installment payments. This release has generally been

extended only to those persons whose incarceration creates an apparent hardship on his family.

Another program designed by the consultant has concentrated on the alcoholic offender and his family. A Sunday Alcoholic Program was developed and coordinated with the Municipal Courts, the Detention Services Bureau, and the Central Alcoholics Anonymous Chapter. In the first year, 14 participants were committed to the Alcoholic Ward at Terrell State Hospital and numerous others referred to other treatment and rehabilitation-oriented facilities. While few drinking problems have been controlled, arrests among this group have declined. Counseling the alcoholic's family is another approach to supplement the actual treatment of the offender.



What little rehabilitative efforts can be made in a temporary detention facility are greatly enhanced with the introduction of an expert consultant.

Because of the need to treat alcoholism on a broader scale, he has coordinated a grant request with other related agencies, both public and private, to provide for education and treatment of the alcoholic in poverty areas.

Another program currently in the implementation stage is the development of a Psychiatric Diagnostic Center, in conjunction with the Dallas County Mental Health and Mental Retardation Center. This facility will seek to service County law enforcement agencies in the observance, evaluation, and treatment of mental cases which are processed through the jails. The center will deal with drug addiction, chronic alcoholism, and mental illness and will provide a means for obtaining psychiatric examinations for criminal court purposes.

Because of the success achieved through the Social Services Consultant, second year funding has been granted by the Texas Criminal Justice Council for \$9250, with matching funds of \$10,000 provided by the National Council of Jewish Women.

Computer Identification System

With the introduction of data processing as a supplement to police operations, many old and familiar problems may now be effectively coped with. One such problem is that of burglary and the disposal of stolen property by thieves.

Beginning late in 1971, the Dallas Police Department is initiating its Computer Identification System. The program primarily involves voluntary participation of Dallas citizens in permanently marking their valuable property with their drivers license number. Their number will be entered into Police Department computers for instantaneous retrieval when officers apprehend a criminal suspect with the property in his possession or the property is found. The objective is to directly attack the burglary problem and the methods now employed to dispose of stolen property.

Massive participation in such a program should result in a number of benefits to the police. For one thing, property recovered by the police can be identified and returned to its rightful owner, rather than auctioned, destroyed, or returned to the thief. Secondly, such a program will enhance already extensive surveillance employed by the police over the various channels through which stolen property is usually disposed of by criminals. The thief will have less opportunity to profit from his crime and the risk of apprehension

will be greater. Finally, the property will be able to be positively identified, further bolstering the potential for successful prosecution of the thief.

To assist in implementing the CIS program, the Dallas Association of Insurance Agents donated 300 electric engraving pencils to the Police Department. These pencils will be made available throughout the community through Community Service Centers, District Police Stations, and Operation: Get Involved Beat Committees.

Citizens will be urged to borrow an engraving pencil and mark their drivers license number on all valuable property, as well as record serial and identification numbers in a brochure, to be kept with their other important papers. They will mail in a postcard to the Police Department giving their name and address along with their license number. This data will be entered into the police computer. Where a citizen does not have a license in his household, a special number will be assigned to him upon request by the Texas Department of Public Safety.



Effective crime prevention calls for a flexibility which allows for innovation.

the new owner to place his license number on the property to prove ownership. For that property which would be lessened in value by marking on it, owners are urged to have color photographs taken and placed in a safe place.

It is believed that, with the cooperation of the general public, this already nationally-known program, in addition to computerization as a Dallas innovation, will go far in coping with the perennial burglary problem. More apparent is the illustration that mutual cooperation between the police and the community is the only practical approach to crime prevention.

Each participant will receive two prominent window stickers to place in the front and rear of his home warning that the valuables in his home are registered with the Dallas Police Department.

Participants are urged, if they sell their property, to encourage

Rumor Control

In the late 1960's, when urban unrest was so prominent on the American scene in the form of racial disturbances and destructive riots, those communities not yet affected by the turmoil, but potential candidates, sought various means to stop the trouble before it started. For many cities, this meant major purchase of implements with which to quell major disturbances.

The Dallas Police Department, too, achieved a state of preparedness, but quietly and with little fanfare. The main emphasis was on establishing communications within those areas of the city where trouble might be sparked. If mutual problems could be tackled from a constructive approach and understanding established through discussion and planning rather than conflict, then there need not be any trouble at all.

A Community Services Division came into being and dialogue was more firmly established between the police and all community citizens. The major effort was begun to change the image of the police from the stereotype of "shock troops for the Establishment" to the more realistic view as a sincere, positive service institution fulfilling a major, important function within each community.

One key to maintaining channels of communication was the accessibility of in-

formation from those neighborhoods of more major concern. Community Service (Storefront) Centers in these neighborhoods helped to some degree. Another important tool was the Rumor Control and Information Center established in December, 1968.

Funded by the Texas Criminal Justice Council at a cost of \$1,396 for the first year's operation, the Dallas Police Department purchased a recorder-transcriber and a Code-A-Phone 200 telephone announcement device with recorder coupler connector. This instrument was set up in the Community Services Division and operated on a 24-hour-a-day basis.

The purpose of the Rumor Control and Information Center is to permit the police department to have access to the tempo and pulse of those communities within Dallas where unrest may be prevalent. After widely advertising the availability of Rumor Control and the telephone number, citizens were able to call and report rumors of unrest which may be circulating throughout their community. A caller is informed by the recorder that he has reached the Rumor Control Center and that he is not required to give his name unless he wishes a personal reply. Although many people are willing to give their names and addresses, the opportunity for anonymity has promoted more extensive use of the system.



Rumor Control recognizes that most people wish to avoid tension

All reports received are transcribed at the beginning of the work day. If a report indicates a need, an immediate follow-up is made by Community Services personnel. If the report is of a routine nature, it is forwarded to the appropriate unit of the police department for whatever follow-up is required. If other city departments are involved, the report is forwarded through the City Manager's office.

As well as any rumors that citizens might report, complaints are received about various municipal services or suspicious activities observed by the caller. All advertising about the system emphasizes that the Rumor Control telephone number is not for reporting emergencies or for summoning police.

The fact that Dallas has remained a stable community, with only minimal crises of disruptive potential, has permitted a true test of the capabilities and advantages of the Rumor Control system. It has been noted, that when the city is experiencing some community relations problems, especially during summer months, the volume of calls to Rumor Control increases, requiring more extensive follow-up as to the validity and nature of the information. This can only indicate that citizens are willing to keep the police informed so that trouble might be averted. At the same time, the police have the distinct advantage of being able to quash dangerous rumors which can, if unheeded, be a direct cause of trouble whether valid or not.

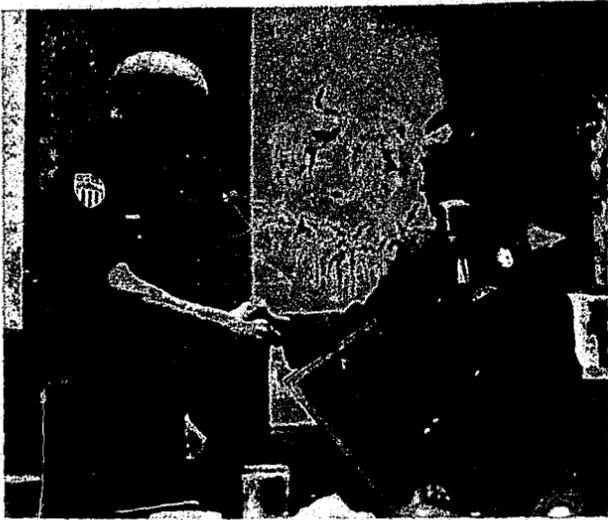
Community Police Awards Committee

The overcoming of faulty and outdated stereotypes of the police officer is an essential activity of any police department, if that department is to solicit meaningful community involvement directed toward crime prevention. Finding those programs and at the same time motivating department personnel to present the more positive image desired is not a very easy task.

Beginning in 1972, the Dallas Police Department will cooperate in the implementation of a monthly officer awards program with a group of major civic organizations in Dallas.

The 1970 Goals for Dallas, a community-wide municipal improvement program in the area of public safety, called for such a program primarily to enhance the positive image of the police officer in Dallas.

A Community Police Awards Committee composed of a base of ten major civic organizations is currently planning award activities to take place in 1972. Basically, each civic organization will take turns monthly awarding a deserving officer at a regular business meeting or luncheon. Ten monthly awards each year will be given with a one-month hiatus being planned in order to raise funds throughout the community for an annual awards program at which an Offi-



A deserving Officer of the Month receives an ample amount of community recognition.

plaque and his wife will receive a corsage. The officer and his wife will stay overnight at a local inn, receiving breakfast in bed. They will also be given tickets to a local combination playhouse and restaurant, as well as a small sum to offset babysitting costs.

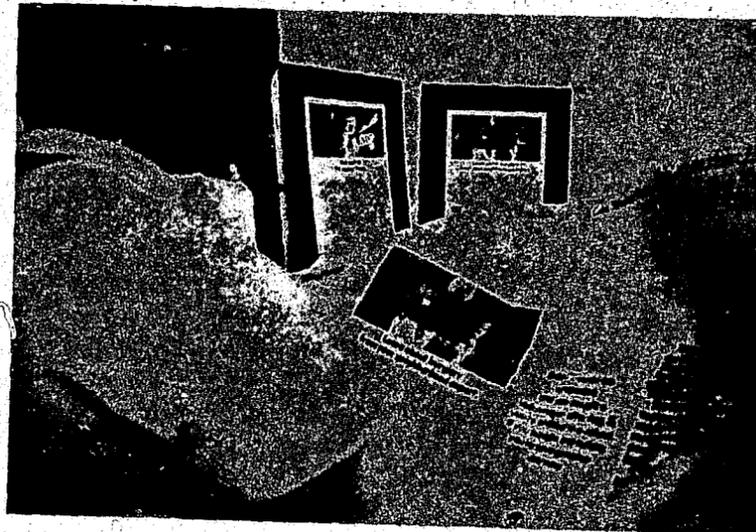
Selection of each monthly recipient will be made by a subcommittee composed of representatives from the Department's Meritorious Conduct Board, the Dallas Police Association, the particular sponsoring civic organization for the month, and two other civic organizations. Nominations are taken from within the Department and from the civic organizations. Criteria for selection will be established by the Committee.

It is believed that, given the resources of these organizations and their influence within the community, support of the Police Department as a positive institution within the municipality will result. Community involvement, which can be found at more than one level, exists in this program as a working fact.

cer of the Year is recognized. The key to the program is the consistent publicity given to the recipients of honor throughout the various news media.

Currently, it is planned that monthly award recipients, besides being recognized at a meeting of that month's sponsoring organization, will receive a special

Professional Public Relations Guidance



The use of public relations expertise enhances limited police resources in public education.

just a police problem but one belonging to the total community.

In order to solicit the willingness of citizens to voluntarily contribute to the fight against crime, it had to be determined whether the image of the Dallas Police Department was one which openly invited citizen participation.

Chief Dyson turned to the community and asked for resources which were unavailable to the Police Department through normal channels for such a study. The Dallas Chamber of Commerce initiated a fund-raising drive throughout the city. They raised \$20,000 for a study of community attitudes toward city

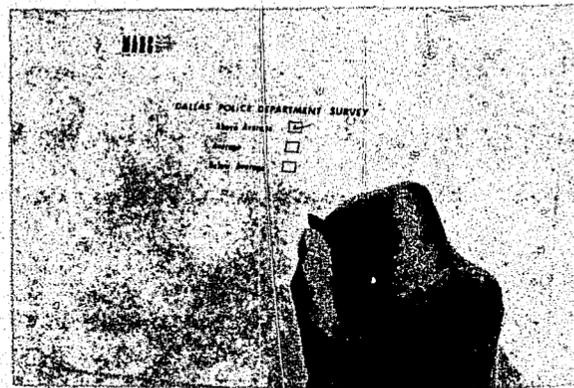
When Chief of Police Frank Dyson took office in December, 1969, his first major concern was coping with an increasing crime rate. Particularly emphasized at this time was the need for more extensive community involvement, recognizing the fact that crime was not

government, with approximately \$12,000 involving the Police Department alone.

A professional public relations and advertising firm, Tracy-Locke Company, Inc., was retained to look at various aspects of community attitudes and functions related to those attitudes, such as recruiting and public relations efforts.

In an initial presentation to the police department in July, 1970, Tracy-Locke discussed the results of its research and made a number of recommendations. In the area of police recruiting, after quietly entering a number of persons into the recruiting process, a number of problem areas were discovered which diminished recruiting effectiveness. These problems centered on the municipal Civil Service participation in the process, the appearance of the Police Personnel office, the lack of privacy in preliminary interviews, the lack of interviewing skills in police personnel investigators, physical examination procedures, and recruiting materials.

After a preliminary report the Department altered the appearance of the Police Personnel office as well as the appearance of personnel staff. Further recommended by Tracy-Locke were improved relations with Civil Service staff, construction of special interview areas and training of police interviewers. The Police Personnel Division has since been moved to new facilities conducive to the recruiting effort, and the other recommendations have been implemented.



Knowing public opinion enables a proper direction in police planning.

Tracy-Locke was also instrumental in the development of a professional recruiting brochure for the police department.

The professional firm also outlined an effective advertising program whereby the Dallas Police Department could utilize all media to establish awareness of programs as well as supplement recruiting efforts. One feature was the production of a documentary film on the police department which could be used to complement any presentation. Efforts are continuing now to fund such a film. The entire advertising campaign was to aim at recruitment of satisfactory candidates, improve the police public image and departmental morale, and build public awareness of the police department -- its problems, its successes, its needs, and its vitality. Further, Tracy-Locke helped the police in developing public relations methods for more effectively promoting specific problems. The agency continues to act in an advisory capacity to the Dallas Police Department.

ATTITUDINAL SURVEY

Through the firm of Marketing and Research Counselors, Inc., the Dallas Police Department sought to obtain an accurate picture of the way it was viewed by the general public, by potential police recruits, and by the officers of the department themselves. Through an exploratory motivational study utilizing focus group interviews, statistical confirmation of hypotheses generated from the interviews, and questionnaires in selected areas of the city and the department, the firm was able to determine the above objectives, as well as any areas of misinformation or lack of communication between the public and the department and the extent of any differences in perception of the police among ethnic or racial groups.

Among the results, it was found that the Dallas Police Department was held in high esteem by both the general public and members of the department itself. There was no mention of graft or corruption within the department, and although there were some minority complaints against the actions of officers, overall service and conduct were accounted good by the public. Approximately 60 percent of the general public could think of nothing which they disliked about the Police Department.

With such information available, the Dallas Police Department was then able to focus on specific problem areas to enable an even greater improvement in its image and as a result, greater community support in the crime prevention effort. More effective use of, and greater support by the news media increased the amount of police-public communications. One major bank in Dallas has contributed a large sum to purchase newspaper space for a series of advertisements on "Operation: Get Involved." In addition, to supplement other programs which the police department desired, but for which little or no funds were available, other community organizations have contributed resources. A local billboard company has donated the use of 40 of its spaces for prominent advertising of the "Operation: Get Involved" program. The fight against crime has become more of a community cooperative effort than was ever thought possible in the past.

Publishing Of Crime Trends

Since the creation of the Department's Crime Review Committee, District Patrol Commanders have weekly prepared a summary of offenses and possible crime trends in their respective areas. The report is presented to the Committee which in turn presents it to the Chief of Police with the Committee's recommendations. The logical extension of such a report was to use it as a supplement to Department public information efforts.

An officer of the Public Information Section, Community Services Division, acts as coordinator for the program. The reports are scrutinized for specific trouble spots and a particular police beat is chosen, whether the offense is burglary, auto theft, or malicious mischief.

Information relating to that beat's particular crime problem is obtained from the Patrol Division, Criminal Investigation Division, and the Planning and Research Division. Once the information has been correlated and written in journalistic form, it is submitted to the Dallas Times Herald, one of the major city newspapers. The newspaper then prints the item each Sunday, including information as to the next meeting of an Operation: Get Involved anti-crime beat committee meeting in that specific area. The article seeks to alert the citizens in a specific area to a particular crime problem, methods and frequency of operation, and other related information.

The primary objective of such a news article is to create concern in the area of the city mentioned. Potential benefits of such an article are increased information about crime, enhancement of the Get Involved program, and more criminal apprehensions and offense clearances.

YOUTH PROGRAMS

Beat 127: Crime

Burglaries Top Offense

Editor's Note: This is another in a series of articles pinpointing high-density crime areas in the city. The information is published by The Times Herald in cooperation with the Dallas Police Department's Operation: Get Involved.

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Televisions, jewelry, stereo equipment and money are among the most favored items being taken in a current wave of burglaries on police beat 127 north of downtown Dallas.

The area is bounded by Oaklawn, Lemon, and the Dallas North Tollway.

Residents near downtown Dallas are alerted to a specific crime problem, with a number of actions suggested to them.

Through the first 10 months of this year, there have been 1,398 residential burglaries in the area. They have taken place in all hours of the day and every day of the week.

Residents of the area are asked to record the serial numbers of items which might be stolen or mark them in accordance with the department's new Big CIS program.

Beat 127's next Operation: Get Involved meeting is scheduled for Thursday at 7:30 p.m. in the Houston Elementary School, 2827 Throckmorton.

School Community Guidance Centers

In the Fall of 1968, representatives from the Dallas Independent School District, Dallas Police Department, Dallas County Juvenile Probation Department, and the Dallas County Juvenile Court met to discuss the critical truancy problem which had developed in certain areas of the city. It was the consensus that truancy was a serious detriment to proper youth development. More immediate, they felt that truancy was directly related to the seriously increasing crime rate. After several conferences, the group of officials decided to apply team efforts to cope with the problem. Thus, the School Community Guidance Center Program was established.

The pilot venture was implemented in March, 1969. Police officers in the field



A truant youngster receives the attention of people who want to help him.

were to take into custody those children found absent from school without the knowledge and consent of parents or guardians. The officers would then take these students directly to a Center staffed by a police officer from the Youth Division, a probation officer, a school official, and a secretary.

Through the coordinated efforts of this staff, an attempt would be made to learn the reasons for the individual student's truancy problem. Further, the Center personnel would also take steps to get the student back into school, release the child to his parents or guardian, and/or refer him to another agency for appropriate action.

Students, parents, and the general public were informed of the School Community Guidance Center program through newspaper articles, radio spot announcements, and special television features. Posters stressing the importance of staying in school were displayed in schools and area businesses. Officers of the Youth Division presented the program several times to the students attending the junior high school where the initial Center was to be located. This school was located in a primarily low income area where the truancy rate was quite high.

The pilot program was in effect from March through May, 1969. Absenteeism, which had stood at a rate of 35 percent at the beginning of the program, was reduced to 15 percent. At the same time, reported crimes in the area adjacent to the school decreased nearly 50 percent during school hours.

On the basis of this success, three additional Centers were opened in September, 1969. A fifth Center was established in March, 1970. During the 1969-70 school year, approximately 9,000 truants were processed through the Centers.

Two more Centers were created in September, 1970, followed by an eighth Center in January, 1971. One Center was relocated so that all eight would be in strategic locations throughout the city. During the 1970-71 school year, 14,293 youths were handled by the Centers. Personal results during this term

saw 267 children receiving free lunches, 555 acquiring badly-needed free clothing, and 1,325 obtaining necessary parent-child development counseling.

There are other aspects of the School Community Guidance Center program which have indicated positive results. The truancy situation continued a downward trend. The student "drop-out" rate declined 4.5 percent, and the city's school hours crime rate decreased 10 percent. Perhaps the major accomplishment of the program, however, was the "communication bridge" which was created to cross the "youth-authority relationship" gap.

The program, which represents an innovation in youth development through the cooperation of major community institutions, has been an outstanding success and is an asset to the City of Dallas, its institutions, and most of all, its children.



Many times, the basic cause of a child's truancy may be solved through referral.

Helping Hand Program

A critical concern in any neighborhood is the safety of the children going to and from school. Any number of emergencies might arise, such as sudden thunderstorms, animal attacks, child molesters and exhibitionists. The child may not be equipped with the experience or emotional maturity to cope with such problems; the guiding hand of an adult is needed.

Since September, 1969, in cooperation with Parent-Teachers' Associations and the Dallas Independent School District, the Dallas Police Department has coordinated a Helping Hand program. Under the Helping Hand concept, volunteers are located throughout the city and are available to help children who encounter any difficulties while enroute to or from school. The volunteers display



The small child on the way to and from school is exposed to many unseen dangers.

in their windows a prominent poster depicting an upraised hand against an orange background. In initiating the program, a police coordinator gained the approval of the Dallas Independent School District. Working through the City Council of PTA Presidents,

the program was made available to the 136 public elementary schools in Dallas. An individual PTA would invite the coordinator before a meeting to explain the program. Posters were printed with funds provided by the Dallas Crime Commission.

With the adoption of the program by a PTA, the officer meets with the organization's executive committee and a PTA coordinator is appointed. The PTA will then subdivide the school's jurisdictional area into subareas. The PTA coordinator appoints an assistant coordinator for each of the subareas and it is their duty to solicit volunteers for the program.

Volunteers submit an application containing three personal references to the PTA. The PTA coordinator or an assistant coordinator will check with those references to insure the good character and the responsibility of the volunteer. Especially examined is the ability of the volunteer to control excitability and remain calm in an emergency or crisis - a key factor in handling an emergency involving a child. No restrictions are placed on the number of volunteers allowed to participate. Once a volunteer is accepted, the person is given a poster and literature, all of which is signed for and will be taken up should the volunteer prove unsuitable.

Through the principal or the police coordinator, the children in the school affected receive instructions about the program. They are urged to go to a home displaying such a sign if there is an emergency, but not just to use the telephone or restroom. They are also given literature to take home to their parents, informing them about the program.

The Helping Hand volunteer is expected to be home only during the hours when children are enroute to and from school. They are not to give a child food,

drink, or any type of medicine. Also, they are not to transport a child in their personal car. If a child must go to the hospital, the police are called to make ambulance arrangements, relieving the Helping Hand volunteer of this responsibility.

The volunteers are asked to look for potential hazards, such as slow-moving cars in areas where children play or travel, as well as occupied parked cars and loitering men.

The Helping Hand program gives the children a silent escort to and from school. The ease and simplicity of such a program go far in setting parents' minds at ease.

Through the beginning of the 1971-72 school year, Helping Hand programs have been organized at 34 elementary schools. Because of a more aggressive approach, it is anticipated that approximately 30 to 45 more schools will be added during the school year.

In addition to the Dallas program, the police departments of six adjacent communities have asked the assistance of our department in establishing Helping Hand programs for their schools.

Police Athletic League

Almost every major community has some sort of youth organization sponsored by its police department. More often than not, this organization takes the form of a Police Athletic League.

While some may argue that organized recreation for youth is a negative approach to the prevention of juvenile delinquency, it is the most realistic approach available until that time when a more positive method is identified, considered feasible, and resources made available for its implementation.

The Dallas Police Athletic League was initiated in 1961 and incorporated as a non-profit organization. Since its inception, it has promoted such activities as camera clubs, bowling teams, participation in the Dallas Soap Box Derby, handball, Golden Gloves boxing, model airplane groups, soccer, golf, and chess. In addition, the League sponsors an annual picnic for underprivileged children, a summer baseball program, a football league, and distribution of fruit to needy children each Christmas through the Police Department's Community Service (Storefront) Centers.



Organized basketball is one major PAL activity open to low-income area boys.

PAL is governed by a Board of Directors, consisting of the League president, four vice presidents, the immediate past president, and three elected directors. PAL officers are elected for a one-year term.

Membership in PAL is defined in categories:

1. Regular Senior Membership is open to all adult citizens of the community, as long as at least 50 percent of the membership consists of police officers. Senior members act as instructors or sponsors of PAL activities.
2. Sponsor Membership is given to those individuals or organizations which contribute funds to the League. Some examples are banks, department stores, labor unions, and oil companies, all of which have made annual contributions.
3. Junior Membership, in theory, is open and consists of every boy and girl in Dallas between the ages of 6 and 20. Each Junior member who formally joins is issued a membership card and a PAL T-shirt.
4. An honorary Board of Directors is established each year, consisting of 18 prominent civic leaders who are Sponsor Members.



The impressions children have of the police will influence social attitudes

The League maintains four standing committees: Fund Raising, Membership, Programs, and Public Relations. Each committee is headed by a vice president.

Financial resources supporting PAL have been totally from private

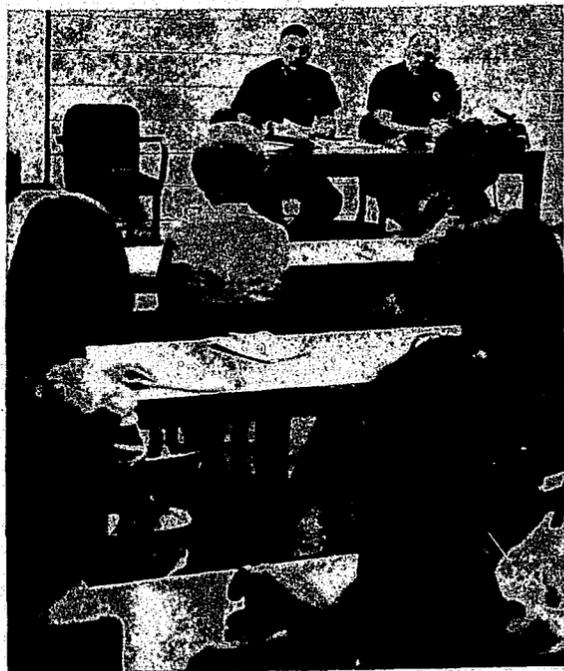
sources. All city banks, acting through a clearing house, donate \$1,000 annually. Other large and small donations come from businesses and citizens. The League has never conducted a public fund-raising drive, although there are currently plans for an annual PAL Banquet for which ticket sales will provide a supplementary means of fund-raising.

The enthusiasm of those officers involved in the PAL program have made it a success. Thus, the League is another effective vehicle for promoting the badly-needed positive image of the police officer in the community. The police are placed in the position of contributing directly to the welfare and needs of the city's youth.



Organized athletics give a child a foundation on which to build, as well as deter him from antisocial behavior.

Good Citizenship (First Offender) Program



Many parents are not aware of what their children are doing each day.

implement a pilot effort known as the First Offender Program. The purpose of this activity was to reduce the rate of recidivism and improve police-parent-child relations by working together in an atmosphere of positive communication and mutual understanding.

Prior to the initiation of this program, a youth who had committed minor offenses was released to his parents or guardians with no further action. With

In 1968, it was alarmingly noted that the recidivism rate of juvenile offenders taken into custody by the Dallas Police Department was 52 percent. It was evident that there was an immediate need for some program to stem the steady increase and to reduce the number of repeat offenders.

In October, 1969, a Law Enforcement Assistance Administration grant of \$18,752 was combined with matching municipal funds to provide a total of \$31,254 to

the adoption of the innovative First Offender Program, however, juvenile offenders and their parents or guardians were required to attend a positive development presentation. Initially, the two-session program was conducted simultaneously at four locations and employed nineteen officers.

Lesson plans, written handout material, films and slides were utilized at these meetings to instill in the youths attending the value and potentiality they personally possessed, as well as their neighbors and authority figures. Pertinent information was presented highlighting human behavior, the police role in America, and how the youth, too, could be a contributing member of society.

In addition to the presentations, the young people were given a homework examination. Both the child and the parents were required to read a booklet, "So You're a Teenager - We Need You," which was designed to transplant positive thoughts in the mind of the reader to displace negative ones. After returning the test of the booklet, each youth received a Good Citizenship Certificate signed by the Chief of Police.

It is not mandatory that parents and child attend these sessions, but the aura of police authority inherent in the arrest situation lends itself well to attendance. Should a youth and his parents fail to attend a scheduled meeting, a letter is mailed to them rescheduling their attendance. Should they fail to appear at the second scheduled meeting, no further efforts are exerted by the police.

The program, now called the Good Citizenship Program, is administered by the Youth Division. In the period October 20, 1969, through August 31, 1971, 1,803

youthful offenders completed the First Offender Program. Of this number, 273 have been arrested since completing the program, representing a recidivism rate of 15.13 percent.

Of the 1,318 youths who completed the program in 1969 and 1970 alone, 85 were since arrested after January 1, 1971, representing a recidivism rate of 6.44



The Good Citizenship Program aims at a reduction in youth recidivism.

percent. Twenty-five, or 5.15 percent, of the 485 youngsters who completed the program between January 1 and August 31, 1971, were repeat offenders.

Among other benefits of the program, participating officers soon discovered that many parents were unaware of the seriousness of a child's mischievous acts. In addition, the program revealed numerous agencies available in Dallas to assist families experiencing problems, and during the pilot venture, sixty youngsters were referred to these agencies.

During the second year of this project, costs were borne alone by the City of Dallas, and of necessity, the operation had to be scaled down to one central location, which also eased transportation problems occurring earlier in the program.

Additional funding for a seven-month period (October, 1971, through June, 1972)

in the amount of \$20,066 has been obtained from the Texas Criminal Justice Council.

The Good Citizenship Program remains under evaluation, but it is evident that the program has been a success and made a major contribution to the control of recidivism. With a lessening of the frequency of repeat juvenile offenders, it has been possible to direct efforts with greater impact toward providing help for potentially serious juvenile violators and improving the relationship between police, child, and parent.

Law Enforcement Explorer Posts

In recent years, the concept of the Explorer Scout has changed considerably. Exploring once represented only an extension of the Boy Scouts, but has evolved into a career-oriented program. Explorer Posts now reflect a career interest and represent such vocations as Medicine, Clergy, and more recently, Law Enforcement.

Currently the Dallas Police Department, through the Police Athletic League, sponsors five Law Enforcement Explorer Posts. Young men and women from ages 15 through 21 actively participate in the program.

The five Explorer Posts are coordinated through the Community Services Division which acts in an advisory capacity. Each Post is expected to be largely self-sustaining, although the Police Department provides uniforms and meeting facilities as well as resources for Post activities such as speakers, field trips, and patrol observation rides. Each Post is chartered through the Boy Scouts of America.

The objectives of the Dallas Police Department's Law Enforcement Explorer program clearly show the potential it has for the Department:

1. The involvement of young adults to provide a broader base of commu-



Law Enforcement Explorers view police operations to understand their true role.

2. An opportunity for young adults to observe and become involved in law enforcement and related community programs, creating a true picture of the Police Department as a potential career choice.
3. The development of an additional community resource which can ably supplement law enforcement efforts when needed, primarily in the areas of non-criminal police functions, communications, and search and rescue.
4. To supplement Police Department efforts to solicit the assistance and support of the general community as an effective means of crime prevention.
5. Indirectly influencing a larger portion of the young adult community through the assimilation of present Post members into their peer groups to increase understanding of the police role.

Of the five Posts, two are located in primarily low-income areas and have been quite successful in soliciting and maintaining youth interest and participation.

The only difficulty the Department has experienced with the program has been

participation by sworn personnel as Post Advisors and Committeemen. Because of emphasis on advanced education resulting in a majority of officers attending college, rotating shifts, and possible lack of sufficient incentive for participation, the existence of several Posts has been in jeopardy. This is expected to be overcome once program value becomes more apparent.

Those young adults involved have been quite enthusiastic, largely because of the built-in attraction of law enforcement and the patrol observation rides. The Department is currently looking to the creation of at least two more Posts within the next year.



In minority communities, the Explorers open a new avenue of attaining better police-citizen relations.

Student - Police Council

Like many youth programs initiated by police agencies, the focal point lies in the establishment of effective communications. If the ultimate purposes of enhancing respect for the law enforcement function, as well as the more immediate objectives of specific programs are to be obtained, the communications must be such as to promote mutual understanding.

Having determined a need to establish greater communication opportunities with high school students in Dallas, the Community Services Division of the Dallas Police Department launched a program of Student-Police Councils in the senior high schools within the city. Beginning with the fall semester of 1969, the program involved the bringing together of police and students under circum-



Understanding and communications are a key aim of the Student-Police Council.

stances which would make possible the achievement of a number of goals:

1. The improvement of dialogue between police and student.
2. To acquaint the police officer with the problems and expectations of students.

3. To acquaint students with police problems and difficulties.
4. To provide for an interchange of related ideas, information, and programs between schools.
5. The opportunity for participating students to pass on what they had gained from the program to their peers.
6. The halting and prevention of rumors concerning police tactics and operations.

Community Services Division personnel contacted school principals in order to explain the program and receive permission to appear before the schools' Student Councils. The Councils were asked to submit the names of two students to represent their schools in the program. The method of selection was left to the schools, with final approval provided by the principals.

Once representatives have been appointed, police personnel then coordinate a number of activities:

1. Orientation - This involves a session in which students are provided a brief history of police developments in the United States, as well as an overview of the Dallas Police Department and its objectives.
2. Assignment to Community Service Centers - Observing police personnel at work in low-income area police service facilities, students have an opportunity to see the police function in a protective or therapeutic activity rather than a repressive action.
3. Assignment with Youth Division officers - Once more observing, students again see the police operating in a protective sense. They see firsthand the many problems involved in police-youth activities and the manner in which the police take action to resolve them.
4. Field trips to areas of interest and study - Many functions, while distinct from law enforcement, are either directly or indirectly re-

lated. Field trips to observe these functions reinforce the idea of the police as one of many institutions which seek to make the community safer. Students have observed the activities of the Fort Worth Narcotics Hospital as well as the Dallas City-County Criminal Laboratory.

5. Observation of Police Operations - The students are permitted an opportunity to see the many facets of the Dallas Police Department in action. They see the importance of communications by seeing the dispatchers' office and the volume of requests for police service that pour in. They also observe in District Stations, as well as ride observation with Patrol or Traffic elements on a tour of duty. The complexity of police operations could not be more vividly illustrated.
6. Observation of court proceedings - Field trips take the students to both municipal courts and higher felony courts to better understand how the police fit into the criminal justice system.

Periodically, all members of the Student-Police Council meet to discuss their experiences and relate them to their attitudes toward law enforcement. Police personnel attend these discussions to answer questions and to provide serious thought about the significance of topics and ideas related to justice and law enforcement.

Beginning in the fall of 1971, the Student-Police Council effort became the responsibility of the Youth Division. Feedback to date has indicated that the program has the potential for achieving the objectives desired.

Police - YMCA Mini-Bike Program

Probably the most important area of police-community relations is that of dealing with youth. With the adult community, attitudes and habits are more or less established with little likelihood of significant change. With youth, however, experience is limited, and the maturation process is still ongoing, leaving them receptive to new ideas, new concepts, and, more important, flexibility in perception.

The police efforts in working with youth were bolstered with the implementation of the Police - YMCA Mini-Bike Program. The Honda Motorcycle Corporation made a gift of 10,000 mini-bikes to selected YMCA branches across the country, with the YMCA responsible for organizational and administrative work in the program. The police participated by providing instruction and assistance on a voluntary basis.

During 1970, children in the ages 8 through 14 met weekly at a local YMCA branch in a predominately low income



The Mini-Bike program aims at traffic safety, but also enhances police-minority relations.

area. They attended training sessions in the proper use of mini-bikes under the supervision of YMCA counselors and with the active participation of police solo motorcycle officers. Several major benefits were derived:

1. The greatest impact was in the teaching of good traffic safety habits to these young children. Using such a fascinating tool as the popular mini-bike, police officers were able to maintain enthusiastic interest while establishing positive attitudes about driving and safety habits. Also taught was the importance of preventive maintenance through inspection of safety devices on the vehicle before starting the machines.
2. Another major benefit was the relationship established between the children and the police. As is too often typical in police-minority relations, the children were suspicious of the police at the outset of the program. After the third week, the children had discovered that the officers were really their friends and were indeed human. A common interest in the project helped to develop a bond. Officers who had displayed little interest in the project and its potential found themselves caught up in the activities and gave much of their own off-duty time to make it a success.



The Dallas mini-bike drill team won nation-wide attention for precision

As a result of this program, and because of the participation and interest of YMCA and police coordinators, Dallas was named as the National Training Center for YMCA Counselors in this program. Several training films are slated about the Dallas program, one of which will be funded by the Honda Corporation for national distribution.

The initial program involved approximately 40 mini-bikes and 150 enrolled non-delinquent children. Current plans involve taking the program to a County Home for delinquent boys which will see the program utilized for approximately 80 boys. A third program for delinquent boys is also slated for another area of the city.

The Pepsi Cola Bottling Company donated a large van to the program for transporting the mini-bikes and to have a mobile repair shop. Insurance for the program is maintained on a "per machine" basis rather than per rider, thus enabling the insuring of everyone who rides. Maintenance, gas, oil, and replacement parts are either donated or paid for by YMCA funds.

A drill team was organized by the better bike riders, and they have made subsequent appearances in parades, sports half-time activities, and other public displays. This program has much more potential than many other youth programs previously undertaken.

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