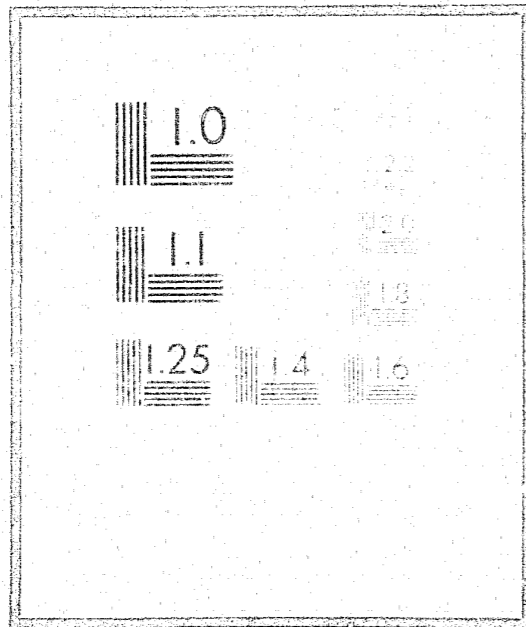


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ESTABLISHING A CRIME PREVENTION BUREAU

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Prepared by the National Crime Prevention Institute

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PREFACE

This manual relates to the problem of structuring a crime prevention bureau within a police department, the training of its officers, the relationship of the bureau within the police organization, and the operation of programs designed to encourage the greatest public participation in the direct prevention of crime and the removal of environmental conditions that encourage criminal acts.

The operation of a crime prevention bureau as defined in this manual may require major philosophical change in many police departments. Crime prevention means a strengthening of the police role in direct prevention rather than the traditional role of detection and apprehension. Nevertheless, a good prevention program will in fact strengthen the ability of the police organization to make better use of its detection facilities and to increase the rate at which they apprehend sophisticated criminals.

Wilbur Rykert, Director

National Crime Prevention Institute

I. HISTORY OF CRIME PREVENTION

In dealing with the history and principles of crime prevention it will be necessary to review some of the basic concepts in the development of the police service in England and then relate them to the development of the police organization as we know it in the United States today. Much has been written about Sir Robert Peel and the development of the Metropolitan Police Act of 1829. It is clear that until this time very little had been done to place the police in a crime prevention role.

Indeed, punishment was the main weapon against crime and in 1819 no fewer than 223 offenses were still punishable by death. But because of the absence of police, the chances of a criminal being detected were very slim and those of his conviction even slimmer. It became clear that severity of punishment was not an effective crime prevention method.

A number of people, starting with Oliver Cromwell in 1655, tried to establish some type of police service. Most were based on some type of military model and in every case were opposed by the public at large.

In the 17th century an attempt had been made to supplement London's security against crime by the establishment of a professional nightly watch, but the rate of pay limited recruitment to those least able to do a proper job. Henry Fielding described them as follows: "They were chosen out of those poor, old, decrepit people who, from their want of bodily strength, were rendered incapable of getting living by work. These men, armed with only a pole, which some of them are scarce able to lift, are to secure the persons and houses of his Majesty's

subjects from attacks of young, bold, stout, and desperate and well armed villains." From this description it appears that the force assembled was ill equipped to handle the job at hand.

In the early 1700's Jonathan Wild organized a gang of "thief takers" and he earned for himself the title of "thief taker general." The thief takers were paid by results only. If they arrested a person for a crime, they received nothing from the authorities until a conviction resulted. In many cases a price was put on the head of a wanted criminal. This appears to have been on a sliding scale: 1 pound sterling for an army deserter; 10 pounds sterling for a sheep stealer; 20 pounds sterling for a highwayman, and up to a hundred pounds sterling for a notorious criminal. Because payment was on conviction they had to be careful in choosing their victims. They left organized criminal gangs alone because of the danger of reprisals, but if they were a little short of ready money, they planted evidence on innocent persons. These tactics became widely known and highly unpopular and eventually Jonathan Wild himself was hung because he upset a nobleman who was even more unscrupulous than himself.

Historians give credit to Henry Fielding for taking the first positive steps for the formation of a responsible police organization. Later his half-brother, John Fielding, continued the work and is credited with having brought to the police service the concept of prevention. He said, "It is much better to prevent even one man from being a rogue than apprehending and bringing 40 to justice." The Metropolitan Police Act of 1829 is often cited as the foundation of modern police work. Part of the instructions to the officers read as

follows: "It should be understood, at the outset, that the principal object to be obtained is the prevention of crime. To this great end every effort of the police is to be directed. Security of persons and property, the preservation of the public tranquility, and all the other objects of a police establishment, can thus be better effected, than by the detection and punishment of the offender, after he has succeeded in committing the crime. This should constantly be kept in mind by every member of the police force, as the guide for his own conduct ... The absence of crime will be considered the best proof of the complete efficiency of police. In divisions where this security and good order have been effected the officers and men belonging to it may feel assured that their conduct will be noticed by rewards and promotions."

These were certainly noble goals, but they faded into the background as both the police and the public began to identify the success or failure of the police in terms of the number of crimes reported in official declarations and the number of crimes cleared. It was more than a century later, in 1950, that British Police leaders realized something more positive had to be done in the area of crime prevention. Certain insurance companies, in cooperation with the Home Office, produced and distributed crime prevention material. A campaign was officially opened by the Home Secretary on May 1, 1950, and it ran in various parts of the country until the autumn of 1951. Because funding was not available this program was given low priority and it was not until 1963 that a formal training course in crime prevention was begun by the Home Office at Stafford. By this time, however, crime prevention training held high priority at the Home Office and by the end of 1970, 1,045 officers had attended the standard

training course of four weeks' duration.' Many of these officers returned to their forces to set up crime prevention organizations and to train their colleagues. Today all the forces in England have facilities to give reliable advice to all who seek it about the protection of themselves and their property against crime.

In 1968 the Home Office recommended that crime prevention panels (committees) be created to develop crime prevention programs in conjunction with the local police department. The panels are composed of representatives from all sectors of the community, civic, commercial and industrial, and are designed to harness local effort and awaken public responsibility about the prevention of crime.

In March, 1969, the Home Office published the first issue of the Crime Prevention Newsletter, which was designed to provide a medium for panel news, covering their work, problems, plans, results and membership. In addition the Newsletter explains the work in progress of the Home Office Standing Committee on Crime Prevention and its various subcommittees and working parties.

The unique thing about the English program is its attempt to bring together the efforts of the police, insurance and the security industry, and to equip the police with the means to evaluate security programs and products as they apply to the individual homeowner, businessman, and industrial firm. It also includes a massive nationwide approach to crime prevention through the media and by reaching the public at all levels and all ages, from grammar school students to the retired.

The President's Crime Commission, in The Challenge of Crime in a Free Society, recognized the existence of such a program, but did not

have the time or resources to fully investigate it. John Klotter, (Dean of the School of Police Administration, University of Louisville), with the help of a Ford Foundation grant, was able to make a detailed study of burglary prevention in the United States and of the English strategy in crime prevention training. He recommended in his report that a similar type of training program be established in this country.

In 1969 the Kentucky Crime Commission recognized the validity of this approach and assisted the University of Louisville in seeking a discretionary grant to develop the pilot crime prevention training program.

The training component in the pilot project has now been completed. As a result 60 police officers, representing 55 departments from 27 states have been provided with uniform training in the techniques of crime prevention. The trainees were selected from departments who had given advanced commitment to the establishment of a crime prevention program. Consideration was also given to the size and geographical location of the department. In accordance with the grant, two training schools were held. Officers were trained from 8 of the 20 United States cities with over 1,000 police officers. Officers were also admitted to the training program from departments with as few as 40 officers. When viewed from the impact on the total police population, departments sending officers to these two schools represented 20 per cent of the total police population. Over 80 per cent of the departments who sent officers to schools have fulfilled part of their requirements and have in fact implemented or expanded their crime prevention efforts. The implementation and operational strategies outlined in this manual are primarily due to the information provided by the trainees since their return to their home communities.

II. CRIME PREVENTION DEFINED

A. Operational Definition for Police

"Crime prevention is the anticipation, the recognition and the appraisal of a crime risk and the initiation of some action to remove or reduce it." This is a definition of crime prevention worked out by the Crime Prevention Training Centre at Stafford, England. It has also been adopted by the National Crime Prevention Institute at the University of Louisville. The definition does, however, require some explanation. It has long been recognized that crime results from "the coexistence of the desire to commit the misdeed and the belief that the opportunity to do so exists."² While the police and other social forces may ultimately reduce the desire to commit crime, a more vulnerable area to attack is criminal opportunity. Criminal opportunities can also be called crime hazards or crime risks, such as dark streets, unprotected buildings, inadequate locks and safes, poorly planned municipal facilities, and public and private housing developments where crime risks are heightened because of lack of security planning. Perpetrators of crime generally take the path of least resistance, and therefore it is reasonable to believe that a relationship exists between the number of criminal opportunities at a given location and the number of criminal attacks occurring at that point.

The role of the police in crime prevention is to anticipate that crime will occur where risks are high, to recognize when a high crime risk situation exists, to appraise the seriousness of the particular risk and then to initiate some positive action to remove or reduce the risk situation.

Police operational strategies to reduce criminal opportunity have relied almost exclusively on preventive patrol. Given enough police manpower preventive patrol could be effective because only the irrational would venture to commit a crime under the constant surveillance of a police officer. Preventive patrol, however, has not worked effectively in the United States because increased public demands for police service in noncriminal areas have curtailed these efforts and the patrol function does not encourage private citizens or businessmen to assist in eliminating their own crime risk. Studies also show that the citizens themselves are confused about their role in crime prevention. They have been taught to rely too extensively on insurance for protection, are neither aware nor instructed in the available means to protect themselves or their property, and the tendency of both citizens and police to view crime as a police problem divorces the citizen from his role in crime prevention.

In recent years police administrators have developed more and more interest in providing services and assisting communities with the planning of crime prevention programs. Most programs, however, have been short term operations or based on a special community wide campaign at certain times of the year. Many have been developed by insurance companies, security hardware manufacturers or service organizations interested in the general well being and progress of a community. The disappearance of these programs after what appears to be an initial success can be traced directly to the fact that no long range planning took place and that operating public service agencies had not assigned specially trained personnel to see that these programs continue.

B. Crime Prevention Categories

One of the problems with the term crime prevention is that it means so many things to so many different people. But it is generally viewed as something that happens to an individual or a community after a criminal act takes place. This has also been true within the police organization, where the prevention unit works primarily with juveniles after an apprehension has taken place. In order to narrow the scope of crime prevention training to a manageable area, the National Crime Prevention Institute has adopted the crime prevention categories (Punitive, Corrective, Mechanical) identified by Peter Lejins of the University of Maryland.³

(1) Punitive -- the threat of punishment deters a person from committing an offense for which he might be punished. There has been a great deal said about the punitive approach, which appears to have been the one approach used for centuries. While there are those who argue that the punitive approach has no value, Lejins has emphasized that the threat of punishment and the fact that the punishment will be carried out (not the severity of the punishment) is still a major deterrent to crime.

(2) Corrective -- major emphasis on working with the individual or social conditions in order to assure that the individual will not commit another offense or that the community environment will be such that criminal behavior is discouraged. In the corrective area we see two things: First, the emphasis on working with an individual once he has committed a crime, been convicted, sentenced, and assigned to

a correctional institution or placed on probation. This approach has achieved varied success, but in any event, it takes place only after the criminal act has occurred. The other part of the corrective category deals with altering social conditions; tearing down slums, building new public housing, adding street lights -- anything that can change the environment or the conditions under which crime is thought to flourish.

(3) Mechanical -- placing obstacles in the path of the would-be offender to make committing the crime more difficult. The mechanical category of crime prevention is the most recent category to receive major emphasis on a national basis. To many people, the mechanical process of increasing security through locks, burglar alarms, and other devices is thought to be too simple; a method that does not take into consideration the so-called causes of crime. When related to opportunity reduction, mechanical crime prevention goes beyond mere devices relating directly to security. The altering of community environments through architectural planning, remodeling of old structures, increasing citizen surveillance levels, and any other program that will make criminal activity a high risk action on the part of the individual can be placed in the mechanical category. Viewed according to Lejins' strict definition, the Institute's program of training is based both on mechanical prevention and the second portion of the corrective category. "Target hardening" may more appropriately be termed that part of mechanical prevention that deals with the hardware of security.

In the past two years a great amount of interest has developed in the area of mechanical prevention. Critics argue that mechanical prevention does not prevent crime but only displaces it either into another geographical area or into another crime category. This is hardly an argument against the concept. As a matter of fact, the very essence of security is that you will turn the criminal from the protected premises to the unprotected. From a community point of view, security applications on the part of individuals could push criminal activities into areas of the community with previously low crime experience. Evidence does exist, however, indicating that the bulk of criminal activities are carried out by persons who are not highly mobile and that whatever displacement occurs will force them into unfamiliar areas of operation or into types of criminal activity where they are unskilled and therefore more vulnerable to apprehension by the police. Success in a mechanical prevention program can be claimed if in fact a great deal of displacement does take place. Critics of mechanical prevention must bear in mind that actual lowering of crime through the mechanical approach may take several years before significant results can be shown, but they should also not lose sight of the fact that very little success has been shown through the operation of punitive or corrective processes.

Other critics of mechanical prevention state that increasing security will escalate the ability of criminals to defeat security devices. It should be clear to all that anything devised by man can also be defeated by man, but only a limited group of highly skilled, dedicated criminals reach the stage where they can defeat technology with

other than brute force. Certain parts of the security industry recognize the lead time necessary to produce security devices and the time required for criminals to decipher a product and intentionally design a life span of approximately three years into improved products. It would be disastrous if crime prevention efforts totally disregarded technology on the basis that unskilled criminals would be able to learn defeat skills faster than our scientific community could improve upon prior efforts.

In summary, the bulk of crime is committed by relatively unskilled individuals and if they can be prevented from criminal success, they may learn that crime is not the easiest way to achieve their desired goals and focus their attention on more legitimate avenues to success.

III. REDUCTION OF OPPORTUNITY⁴

A. Theory of Opportunity Reduction

1. Criminal Behavior is Learned Behavior.

Early criminologists believed that criminals were born, and throughout the history of criminology many attempts have been made to identify those inherited characteristics that identify a person as a potential criminal. As the body of knowledge involving learning theory developed, criminologists also looked at learning theory and more and more have developed their theories to coincide with the process of learning. Most theorists, however, have explained criminal learning in terms of images that tend to condition the person's beliefs in the direction of criminal activity. This is certainly a vital part of learning theory, but it is also true that more important than the development of belief structures is the reinforcement of those beliefs that comes through the accomplishment of a criminal act.

A criminal act is a success if the perpetrator is not detected; but it is also successful enough to contribute to the reinforcement of criminal beliefs if, even after detection, the criminal has had ample time to consume the fruits of his illegal enterprise, if he is able through other means to escape final punishment provided under the law, or if the punishment itself can be viewed by the perpetrator as being less a personal loss than the gains he received by the criminal act itself.

2. Reducing Criminal Opportunity Reduces the Opportunity to Learn Criminal Behavior.

Reducing criminal opportunity not only reduces the individual's opportunity to learn about crime, but it also reduces the opportunity

to receive positive reinforcements favorable to the criminal actions. Indeed, the individual's failure to achieve criminal success will provide negative reinforcement to criminal belief structures and positive reinforcement to the belief that crime is not the path of least resistance. Therefore, legitimate paths to success become more inviting to the individual.

3. Criminal Opportunity Can Be Lessened by Improved Security Measures and By Increasing the Level of Surveillance on the Part of the General Public.

By improved security measures, we mean not only the installation and operation of more sophisticated devices, but improved applications of devices that are currently installed. A large volume of burglary, for example, is committed because entry could be achieved through unlocked doors, thus suggesting that simply locking whatever device is available would deter the beginning burglar. Criminal opportunity can be lessened by a number of ways. First of all, the environment can be designed so that the individual considering the criminal act feels that there is a good chance for him to be seen by someone who will take action on their own or call the police. Secondly, the target of his attack can be made to appear so formidable that he does not believe his abilities will enable him to reach the "forbidden fruit," and thirdly, if he actually attempts to reach the goal, the probability of his failure can be increased through the ready response of the police. The above process is the system wherein the physical environment plays part, the security devices protecting a specific target are involved, and tying it all together is the constant surveillance by both members of that particular community and the police.

4. Long Range Crime Prevention Will Not Be Achieved Unless Criminal Opportunities Are Reduced on A National Basis.

It can be predicted with some degree of accuracy that crime prevention applied to a small geographical area will result in considerable displacement of the activity to the adjacent areas. It can also be shown that this displacement process will tend to diminish as the area of crime prevention activity is widened and increased effort is called for on the part of the criminal to continue his activities away from a familiar environment.

The more skilled and mobile criminal will obviously displace his activities further away from his home base for he will have the skills to relocate and create a new base of operations. Therefore it is necessary to develop a national strategy for reducing criminal opportunity.

5. The Police Are in a Pivotal Position and As Such They Should Be Trained in Crime Prevention and Become Involved In the Preplanning of Any Community Activity Where Their Services Will Later Be Called For.

This statement provides the basis for all training and implementation of programs as defined in the crime prevention definition used by the Institute. It means basically that if the police are called in response to an actual crime, such as burglary, robbery, or shoplifting, they should also be concerned about reducing the crime risk that led to the commission of the overt act. Extended, this statement means that the police do not have to take a passive role in the planning process, but that they should take a positive step forward and actively solicit the opportunity to provide crime prevention advice in the planning stages of community activity. The police possess within their

records and the experience of the officers much that can be valuable to the planner when considering the safety of the community.

Any business seeking a new location of a plant site is certainly concerned with the level of criminal activity in areas under consideration. A safe community is a good community within which to work and play, and therefore a good crime prevention program with police involvement in the planning stages can be a valuable social and economic asset to any community.

6. Insurance, Security Hardware, and Other Areas of Business and Industry Involved in Crime Prevention Programs, Must Exchange Information With the Police.

Security hardware and procedures, police response, and insurance make up the three levels of protection available to all citizens. At the current time very little exchange of personnel or information exists within these three areas of endeavor. It has been well documented by the Small Business Administration that insurance data and police data do not always compare favorably with each other and there is evidence that some manufacturers of security hardware equipment do a better job of analyzing police resources as part of their marketing studies than the police departments themselves. The insurance industry and security hardware manufacturers are in business purely because of the profit motive. The police, however, are in business to provide adequate levels of service to the community and should take a leadership role in coordinating the crime prevention efforts on all three levels of protection.

B. The Role of the Public

Much could be said of the role of the public in crime prevention, but simply stated, crime is a community problem and must be viewed as such by citizens of all communities before significant crime reduction can be expected. Citizen participation in crime prevention means much more than cooperation with the police; it includes working with educational institutions, all segments of the criminal justice system and as individuals in their homes and neighborhoods. Collective security will not be achieved unless each individual is convinced that he must protect himself from crime and also be concerned with the protection of his neighborhood.

C. The Role of the Police

The role of the police should be one of preventing crime and not just one of detection and apprehension after the fact. It is true, however, that a good program of detection and apprehension when the line of prevention has broken down is extremely important to the overall prevention process. The important thing is that the individual police officer views himself in the role of assisting the citizen to prevent crime and not one that places total emphasis on crime prevention and control as an exclusive police function.

Because police deal with crime after the fact and as such are charged with the housing of records, strategies for deploying their forces, and with the 24 hour responsibility of representing community authority, they should take a leadership role and share their cumulative knowledge with members of the public. This means that

some segment of the police organization (crime prevention bureau) must provide the vehicle that enables community programs to continue after the initial excitement and enthusiasm by community spirited persons slows because of conflicts with the need to pursue the activities of their own occupations.

IV. CRIME PREVENTION TRAINING

A. Behavioral Objectives of Crime Prevention Training

The training schools conducted by the National Crime Prevention Institute during its pilot year have brought out the need for training in a number of areas. The NCPI staff believes that if the following objectives are obtained by trainees, and if their abilities are put to efficient use, the probability of successful program implementation within the officer's department will be very high. Upon completion of an adequate crime prevention training school police officers should be expected to:

- (1) Understand the principles of crime prevention;
- (2) Be familiar with current theories of community planning;
- (3) Have obtained the basic skills required to conduct a premises survey and make valid recommendations regarding security devices;
- (4) Be able to present a practical explanation of "risk management" to departmental personnel and to the general public.
- (5) Have developed the skills required to evaluate security hardware and services offered in the community;
- (6) Be familiar with the development of municipal security codes;
- (7) Be familiar with proven methods of staging public exhibitions and advertising campaigns relating to crime prevention;
- (8) Understand the basic problems of public and private crime insurance;
- (9) Gain an understanding of architectural design and its importance to crime prevention, and

- (10) Improve their ability to implement or advance a crime prevention program in the department and to generate community wide enthusiasm for crime prevention.

B. Training Modules

Experience in both Great Britain and at NCPI has shown that at least four weeks are required to accomplish the above objectives. They should be broken down into three phases as follows:

1. Crime Prevention Theory.

Experience has shown that officers coming into the crime prevention training school have been conditioned through training and experience to focus their energies in the area of detection and apprehension, rather than crime prevention. During this phase it is important to point out the problems associated with the detection model of policing and to introduce police officers to the concepts of security and loss prevention. The term "risk management" is introduced during this phase and unless the police officers understand the far reaching implications of this term the remainder of the training will prove to be informative, but not very effective when they return to their home agencies. A general review of the criminological literature and theories of urban planning should be presented during this initial phase.

2. Crime Prevention Hardware.

The hardware phase of the crime prevention training should provide the officer with a solid background on the development of locking devices, currently available models, their strong and weak points, and some idea of what can be expected in the future. The subject of electronic protection through the use of the various types of intrusion

detection systems should be presented during this time frame.

The question of false alarms is a universal problem for police officers and special time should be set aside for a discussion of this issue. Because it is an emotional subject, experts from alarm companies, testing laboratories, and central station operations should be present for a panel discussion with the police officers. Properly moderated, this type of a format can provide an effective method for exchanging information between police and the alarm industry and for solving their mutual problems.

The training staff should then emphasize the need for officers to contact and establish relationships with similar representatives in their home areas. A detailed discussion of the capabilities and limitations of safes and vaults should also be presented to the students. Students should have the opportunity to view alarm installations, the strengths and weaknesses of various methods of building construction, the problems of building design for security, and the many products available to improve lighting systems in both the public and private areas of a community. At the conclusion of the hardware phase of training, officers should have the opportunity to make a number of actual on-site surveys and provide recommendations for comment by training school staff.

3. Crime Prevention Implementation.

The preparation of officers for crime prevention implementation is an extremely important part of a training program. A program should be designed to combat the normal tendency for an officer to return from a training program full of enthusiasm for the new ideas presented

to him during class sessions, only to find that he is unable to implement them in his department. The officers should be warned not to expect the accomplishment of miracles overnight. Such miracles won't happen, and the officers need to be provided with some insulation against the discouragement which might tend to lead to the abandonment of the program. They should be given a strategy for implementing the program in both their department and community. This strategy should take advantage of the many studies of organizational dynamics that have been produced by management research, both in and outside the field of law enforcement.

A training program structured in this manner and giving the proper number of hours to each of the three modules will create a learning environment leading to the successful assimilation of the knowledge required to implement a community crime prevention program.

V. IMPLEMENTATION OF CHANGE

Crime prevention activities as defined by NCPI requires a change in priorities on the part of many American police departments and such a change can only come about in an environment that is favorable to the direction of the suggested change. NCPI's experience in training crime prevention officers suggests that to successfully implement a crime prevention program training must be directed at the department rather than at an individual. The selection of individuals to attend formal training sessions should be based upon a prior commitment on the part of police management. Officers of both the administrative and operational levels should be included in an overall program. Officers at the operational level should be given extensive detailed training on the subject of crime prevention and administrators and managers should be given shorter periods of training dealing with the general concepts and philosophy of crime prevention.

In addition, the successful implementation of change may well depend on the ability of the training institution to give continuing assistance to the trainees after completing the basic programs. If the trained agents, crime prevention officers, meet with serious obstacles after returning to their departments the program could well become a failure. It is therefore important that assistance be available when called for to insure the continuation of the implementation plan.

A successful crime prevention program must have the support of every member of the police organization. Therefore, the pitfalls of specialization should be avoided by stressing the importance of crime

prevention officers returning and gaining the cooperation of every member of the department. One way to gain this cooperation is to suggest alterations to the departmental reward system so that crime prevention activities become a part of the officers' goals, as well as departmental goals. While the crime prevention officer must be considered a specialist, part of his success as a crime prevention specialist can be measured by his ability to involve all officers, and particularly the patrolman, in the crime prevention program. An efficient way to implement a crime prevention program is to have it described in one of the departmental orders issued under the signature of the chief.

This order should describe the philosophy of the department regarding crime prevention, the duties of the specialized officers, the duties of officers at all ranks and the relationship between the specialized officers and other members of the department. Appendices A, B, and C are outstanding examples of how crime prevention programs have been implemented by the issuance of general orders.

One of the most effective ways to implement change is through the planning and funding capabilities of state and regional criminal justice planning agencies. Both the state of Texas and the state of Illinois have done an excellent job in bringing together police departments throughout their respective states and presenting to them a program of work in crime prevention. In Illinois, the SPA has placed a number of requirements on departments as prerequisites for the funding of crime prevention programs. (See Appendix D). In Texas the Permian Basin Regional Planning Commission, under the direction of the Criminal Justice

Coordinator, William R. Corbett, has designed an 11 point program that can assist the chief of police in the decision making process when considering the advisability of implementing a crime prevention unit. The regional commission further points out a method by which the chief can sell the crime prevention concept to the city council and/or city manager. The selling procedures point out the necessity of stressing crime prevention rather than apprehension, the need to have an unbiased, trained officer available to give consumer protection advice regarding security services, the possibility that community crime insurance rates can be reduced if crime is reduced or stabilized, and how security advice to businessmen can in turn generate higher support for city services on the part of the business community. (See also Appendix E).

In summary, there are many ways to implement a crime prevention program within a community. It does appear, however, that certain conditions must exist if a program is to have any chance of getting under way.

1. Because the crime prevention program will generally be associated with police activity, there must be strong support from the Chief of Police for the establishment of the crime prevention bureau.
2. The chief must have the ability to convince a city council that crime prevention is an appropriate application of municipal resources.
3. There must be an assignment of full time officers to keep a crime prevention program alive within the community.

4. Crime prevention is not merely another community relations gimmick and officers must be given detailed training in order for their information and recommendations to be based on knowledge gleaned from the security field, not merely from experiences gained in criminal investigation.
5. A program involving the entire community on a systematic basis must be developed.
6. A dynamic or feedback model of bureau operations must be developed to keep the program current with community needs.

VI. CRIME PREVENTION BUREAU OPERATIONS

A. Location in the Police Organization

The location of the crime prevention bureau or unit in the police organization will depend on the size of the organization, the current organizational structure, and the present level of crime prevention programs implemented in the particular police department.

It is clear, however, that the crime prevention unit should be headed by an individual with sufficient rank and access to the chief executive. This is to insure the recognition on the part of all members of the department that the program is indeed an important one and one that is supported by sufficient departmental resources to heighten its probability of success. It is the recommendation of the NCPI that the crime prevention bureau be a major line organization and that other units, such as community relations, juvenile activities, and public education, should function as a part of the crime prevention bureau. In many cases this will not be possible for some time because of the past development of community relations bureaus, but it is felt that community relations is a part of crime prevention.

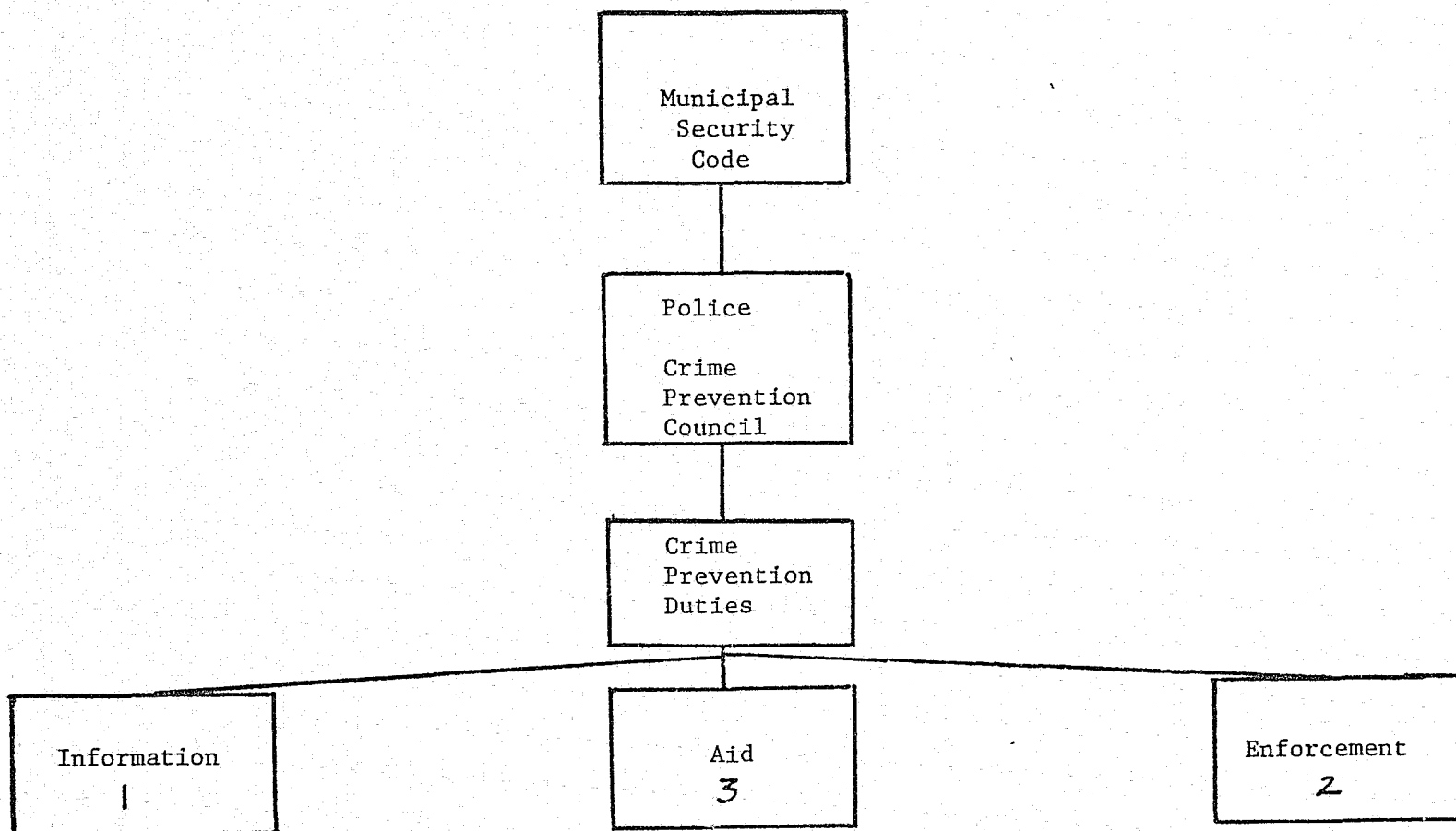
A crime prevention bureau explains by its very name the intention of its operation to every citizen in the community. The important consideration here is not necessarily the name of the unit but that the person in charge be given the resources necessary to implement the program.

B. Scope of Activities

The scope of crime prevention activities are limited only by the imagination of the implementing officers and to the authority which they have to carry out their ideas. Some of the possible activities of a

crime prevention program and how it may involve the adoption of a municipal security code can be seen from the following charts.

Figure No. 1. Police-Community crime prevention programs can provide a very valuable service to the community, strictly on the basis of persuasion. However, it is becoming increasingly evident that persuasion is not enough and that legislation in one form or another will be required if an effective program with substantial impact on the level of crime is to be maintained. To date, the main thrust of crime prevention legislation is through the development of municipal security codes. While it appears that they are a start in the right direction, there is also the fear that unorganized development of these codes will lead to the type of hodge-podge legislation that occurred in the early development of fire prevention legislation. Therefore, serious consideration should be given to crime prevention legislation at the state level, (Appendix F) specifically, the adoption of a state crime prevention code and a companion model municipal security code that may be adopted by any particular community within that state. A crime prevention council should be established at both the state and local levels. It will be the duty of this council to research and implement crime prevention programs both within and without the criminal justice system. At the state level this council can suggest legislation and funding for crime prevention and also provide a means for citizen evaluation of crime prevention efforts operated by criminal justice agencies or agencies outside the criminal justice system.



POLICE ROLE IN MECHANICAL CRIME PREVENTION

Figure 1

Locally, the crime prevention council can assist the city administration in the development of a security code and also with the very important task of community mobilization.

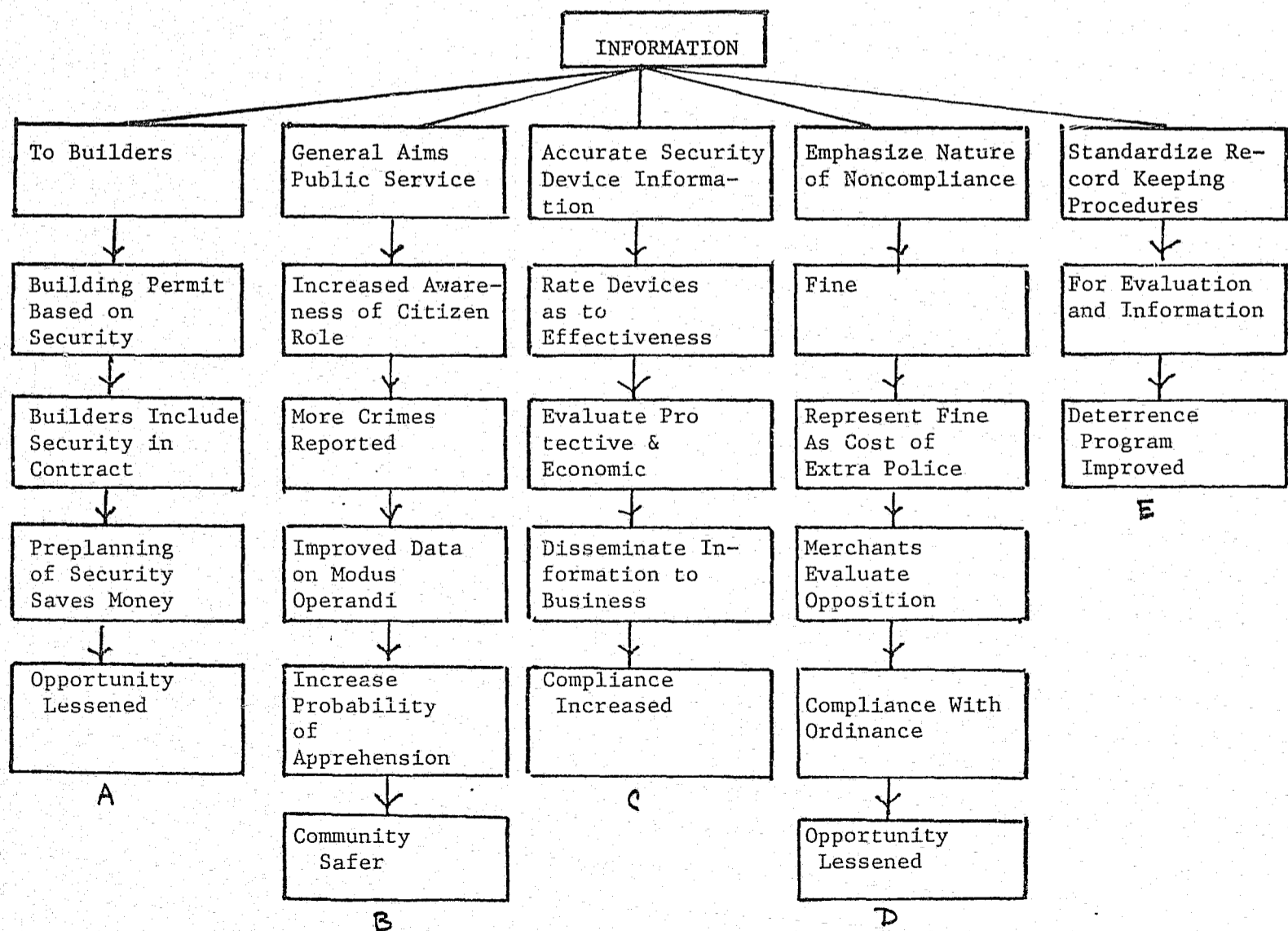
In Figure 1 the crime prevention duties of a trained police crime prevention officer have been divided into three areas; information, aid, and enforcement. The crime prevention officer can be very effective by working with builders and getting their voluntary cooperation in the protection of the building site. The crime prevention officer should use the security code as an opportunity to encourage architects themselves to design innovative security concepts. In working with architects and builders and property managers the crime prevention officer can point out that security, if it is preplanned, can save money and can provide a good sales position as well. (Figure 2-A)

An extremely important part of a crime prevention officer's duties is to increase the citizen's awareness of the problem of crime. This means that the crime prevention officer must be able to relate the problem of crime to the individual citizen in his neighborhood. (Figure 2-B). The citizen may not be able to relate the national crime problem to his home community; even crime at the state or city level may not seem personally relevant to him. A crime prevention officer, by analyzing the community crime patterns and then opening up these records to the community can assist in making the citizen aware of the actual problem confronting him and his neighbor on a day to day basis.

Hopefully, an increased awareness on the part of the citizen of his responsibility for the protection of himself and his neighbors should cut two ways toward effecting a lowering of the actual crime rate. First, with an improved attitude on the part of the public, more crimes will be reported. Secondly, if more crimes are reported, the improved data on modus operandi should increase the probability of apprehension and therefore strengthen the deterrent effect of traditional police operations.

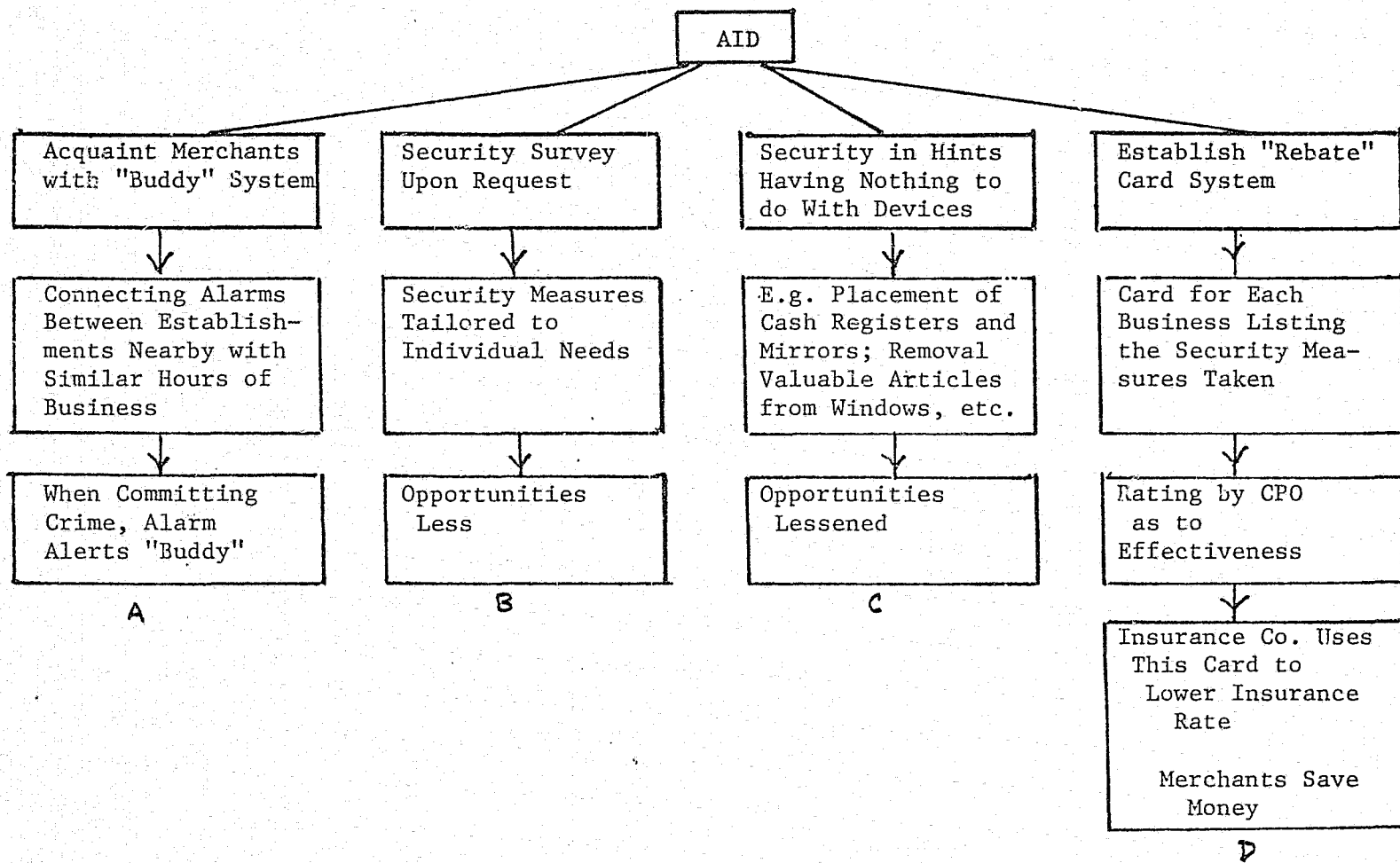
Police crime prevention officers must push for the day when they can accurately rate security devices as to effectiveness. (Figure 2-C) At present there exist no standards to permit objective evaluation, and the rating given by police officers to products available in the community must be based on the officer's limited experience and the knowledge of what testing is currently being done in the field. Crime prevention officers need not, however, wait for the ultimate answers from a sophisticated testing laboratory. Through the analysis of crime reports in their own city they will begin to see a pattern developing that relates directly to the effect of certain security measures.

Current experience with crime prevention ordinances indicates a high level of compliance. However, as these ordinances are developed in a wider range of communities, some noncompliance should be expected and a program should be developed by which to re-educate the violator or cite him to court if necessary. There are many ways that an officer can use to encourage voluntary compliance. For example, if a merchant does not comply with the security ordinance, his probability of attack is increased and therefore the attention that must be given



POLICE INFORMATION SERVICES

Figure 2



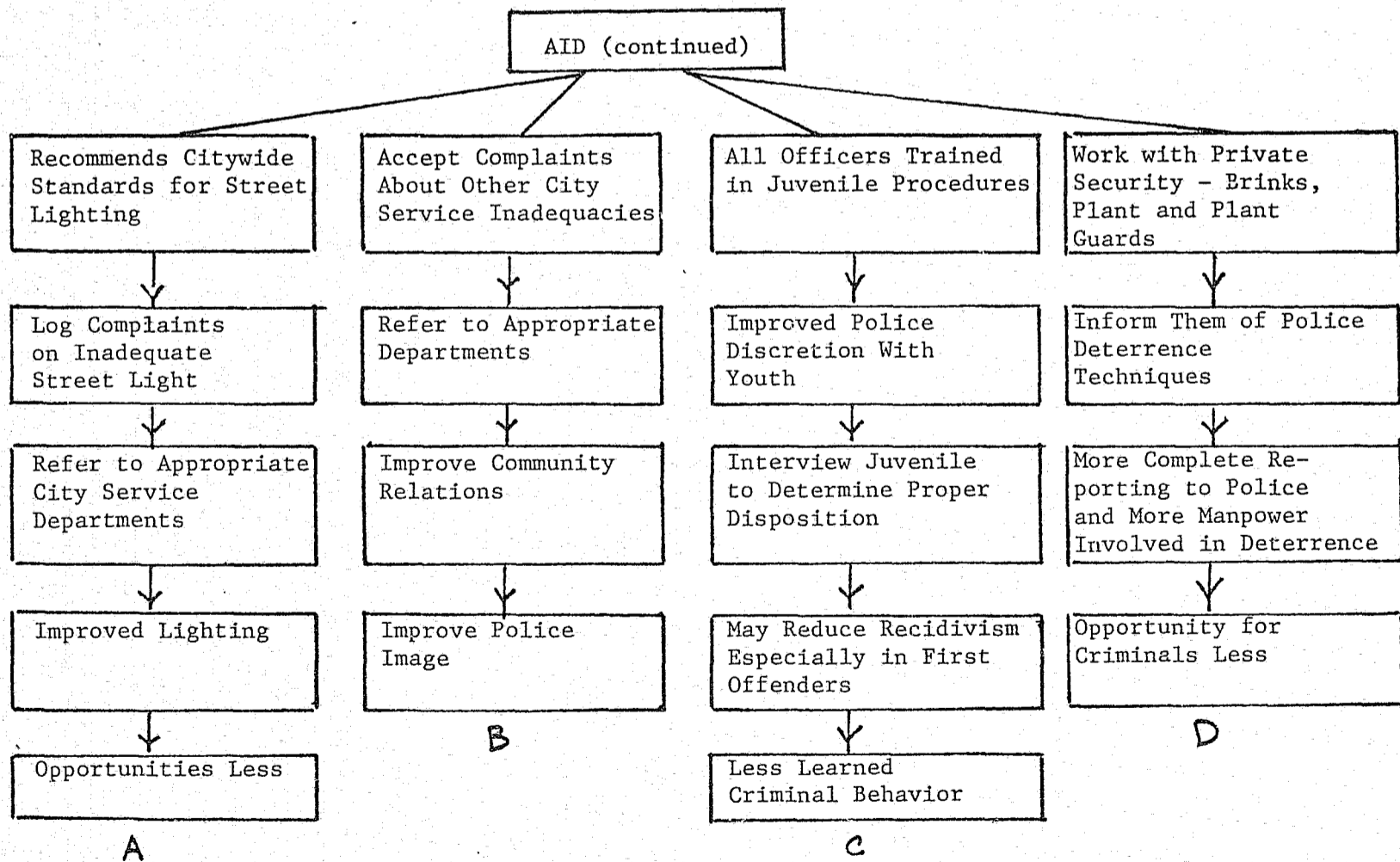
POLICE SECURITY AIDS

Figure 3

to his business through investigation by officers whose salary expenses are paid for by the entire community. It can be pointed out to the the merchant that the protection of his own property may be rewarded by a reduction or at least a stabilizing level of taxes required for police protection. (Figure 2-D)

An important part of a crime prevention officer's duty is to develop techniques by which the crime picture in his community can be properly evaluated. The heart of this evaluation will be the design and standardization of reports relating to criminal attack methods. (Figure 2-E)

Crime prevention officers will learn to give advice to merchants and homeowners that costs very little for the individual to implement. Officers could acquaint merchants with the buddy system (Figure 3-A) whereby connecting alarms are installed between nearby establishments with similar hours of business. When a crime is committed and the alarm is sounded in the buddy's place of business he will be in a much better position to call for assistance or to gain a description of the criminal. Crime prevention officers should also be available to make a security survey upon request of a homeowner or merchant. (Figure 3-B) Unless this one-to-one relationship is established between crime prevention officers and the person concerned with security the proper system may not be designed to suit the particular situation. In addition to providing a valuable service, the crime prevention officer is establishing the finest community relation program possible, because he is displaying an expertise that will assist an individual



POLICE SECURITY AIDS (Continued)

Figure 4

in his own protection. It is quite often possible for crime prevention officers to provide security hints that have nothing to do with hardware. (Figure 3-C) The placement of cash registers and mirrors, the removal of valuable articles from windows, and recommendations for the safe carrying and transportation of cash are all methods by which a crime prevention officer may assist the merchant or homeowner.

Crime insurance savings is one way to encourage the merchant to improve the security. (Figure 3-D) A number of Underwriters' Laboratory systems can be installed and substantial savings on insurance premiums affected. Unfortunately, much needs to be done in the field of insurance crime prevention. Crime prevention officers will need to develop a data base that will be meaningful both to police operations and the insurance industry before additional premium discounts can be expected.

The crime prevention officer can do much to recommend citywide standards for street lighting. (Figure 4-A) He can log complaints with reference to inadequate street lighting, and refer these complaints to appropriate city departments. More important, he can advise merchants and homeowners on the proper type of lighting for their own premises.

Many times other city services, such as garbage collection and street cleaning are inefficient and this leads not only to an unhealthy environment, but one that can lead to psychological insecurity as well as immediate personal danger to a citizen. (Figure 4-B) As a community relations service that will improve the psychological security of the person's home environment, the crime prevention officer can accept complaints about other city service inadequacies

and refer them to the proper departments. While it may seem to be stretching a point to relate these types of activities to crime prevention, these services can, in fact, contribute to building good feeling about the police in all segments of the community. This is important because it increases the acceptance of his preventive services and may be a factor in gaining cooperation in times of community stress.

Most police departments of any size have officers who are specially trained in the handling of juvenile problems. Unfortunately most of these officers are only able to exhibit their skills after an act of delinquency has taken place. The crime prevention officer can develop school liaison and educational schemes that will be more appropriately based on the traffic prevention model and encourage children from the elementary grades through high school to accept their responsibility for the protection of themselves and of their neighbors. (Figure 4-C)

An important part of the crime prevention officer's job will be to work with private security agencies such as Brinks, contract guard services and in-house security. (Figure 4-D) In each of these cases when the criminal offense does occur the police are called upon to assist these other agencies and therefore they have the right to expect to be involved in the planning of programs that will prevent attacks on premises protected by these private services.

Auto theft is a universal police problem and may be attacked through public education media, the enactment and enforcement of "remove your key: legislation, or through the coordinated efforts of the police and insurance companies. (Figure 5-A).

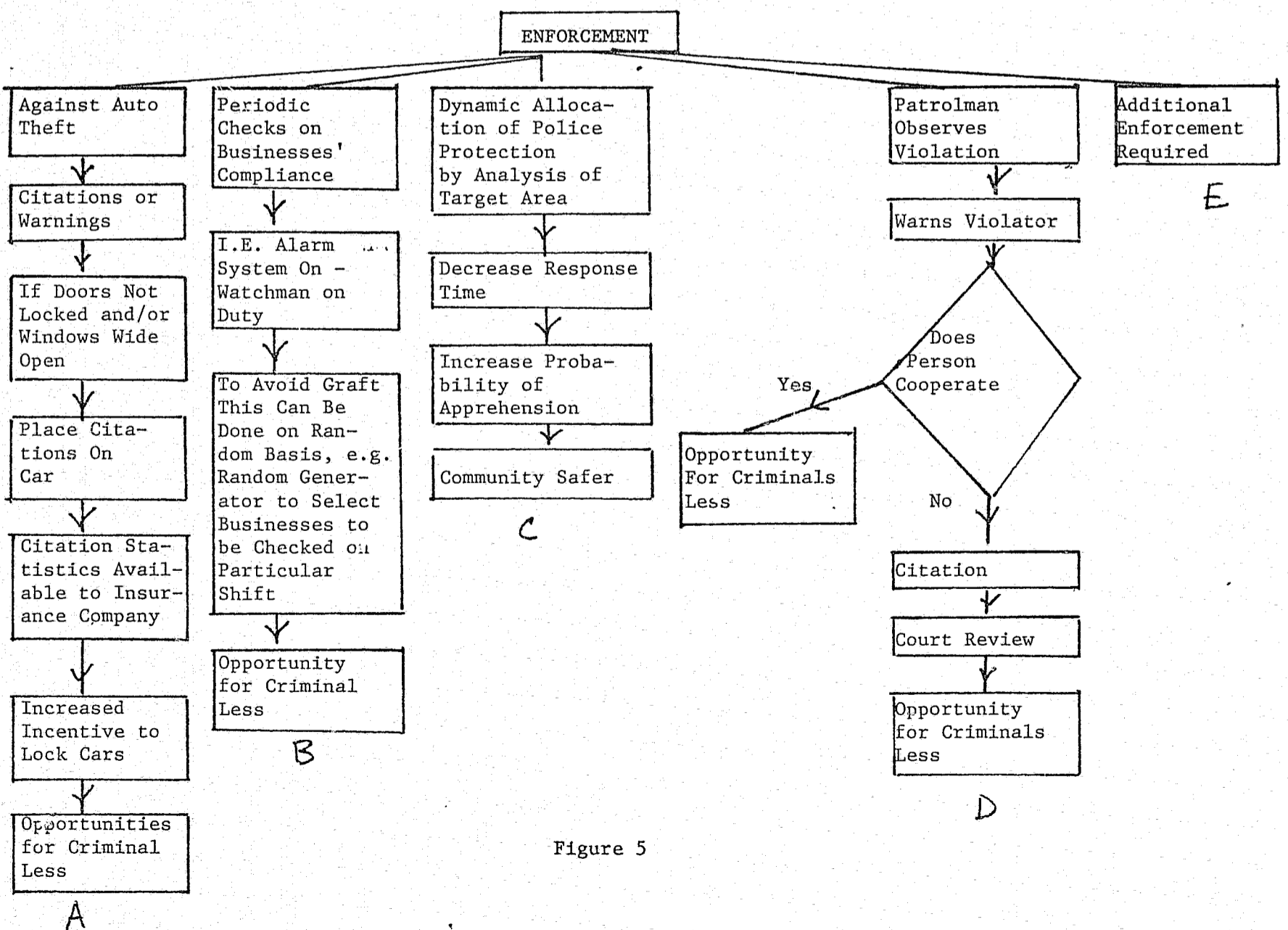


Figure 5

As more sophisticated recommendations are made by crime prevention officers and as the insurance industry increases its cooperation and coordination with law enforcement, it will be necessary to make periodic checks on business to see that they have complied with the legislation or with officers' recommendations. As in other areas of police and public agency activities, any type of licensing system also creates its own opportunity for graft and corruption. To avoid this, checks can be made on a random basis to insure an even application of crime prevention legislation. (Figure 5-B)

Many activities of the crime prevention officer in the analysis of target areas and development of strategies to prevent crime will have an effect on the entire police organization. The influence of the crime prevention officer will span the activities of the department to include input into the policy making apparatus that decides when prosecutions of ordinance violations takes place, to the allocation of police resources to obtain the most immediate possible response to burglar alarms. (Figure 5-C)

Again, the important thing to remember in allocating duties to crime prevention officers is that these duties and activities, whether they are handled by specialists or by a beat officer, provide an endless opportunity for community service that will lead directly to the accomplishment of the police officer's goal -- reduction of crime.

C. Implementing a Community Program

The implementation of a successful community campaign of any type does not come about without detailed planning and strategy -- and crime prevention is no exception.

Crime prevention lacks all the glamor of a centennial celebration, the judging of a beauty contest, or the humanistic appeal of a

March of Dimes campaign. It is therefore extremely important that a crime prevention program of community action be prepared with the entire community involved during the planning stages. It must be developed by the community and not merely a program sponsored by the police and thrust upon the community to implement.

There is no so-called successful model for community crime prevention implementation. The available programs are still too new in the United States to make a judgment as to how successful one strategy is over the other. However, we can learn from the English experience that certain elements are required to organize a community for action. NCPI has developed an implementation plan for community crime prevention. While results cannot be guaranteed from following this plan it has been accepted in a number of communities with favorable results. The heart of the plan (see Appendix G) is that someone in the community, in most cases the crime prevention officer, will make a detailed examination of the facts surrounding crime in his community. The officer will analyze the recognized community activities in the city for any given year and he will analyze and identify those individuals and organizations within a community whose support is necessary to get a community project under way. A list of citizens most likely to contribute to the success of a crime prevention program will be given to the Chief and city administrator, who will encourage their participation on a committee. In conjunction with the community's crime prevention panel or committee, the crime prevention officer will develop a strategy of implementation. The CPO will explain

to the committee that patience will be required in the development of the program and that it is not a one year campaign, but a campaign that must continue through many years before the full effect will be seen in the community.

The crime prevention committee will plan a promotional event and harness all of the available resources of the community to see that the campaign (at least a month in duration) will be a success. Following the campaign the police department's crime prevention program will swing into full operation and provide the continuing influence needed for an ongoing long term project.

D. Manpower Allocations

Many times new and innovative programs receive a lot of attention and favorable comment until the point is reached where manpower allocations are necessary. It is very seldom that any police department or divisions therein will volunteer personnel to be assigned on new programs. Most divisional Commanders find themselves in the position of competing for a limited number of total departmental personnel. The staffing of a new program, therefore, calls for a complete analysis of the current allocation of departmental personnel and the shifting of this personnel to meet the demands of new departmental priorities.

Thirty years or more ago, when traffic safety was a newly developing specialty, police chiefs and commanders had the same problems in finding resources and staff for a safety and traffic division. Nevertheless, these programs did develop and now most departments of any size have a number of specialists assigned either to traffic duties or at least to traffic educational programs.

With the development of the community relations approach the need for personnel for these new programs was again a problem. However, staffing was accomplished and now many departments have a substantial percentage of their force committed to community relations.

Today we find many recommendations calling for a reversal in what has been termed overspecialization and this could well apply to such things as traffic and community relations. However, a certain core of highly trained specialists will be required in these areas if for nothing more than to plan and coordinate the activities of the entire department.

Crime prevention is no exception. While crime prevention should be the duty of every police officer, a core of trained specialists will be required to develop a department's crime prevention program, to train officers at all levels of the department, to analyze departmental records in crime prevention terms, and to carry out highly specialized technical surveys or recommendations regarding security problems. Each department will find it necessary to evaluate their own crime risk problems and assign officers accordingly.

Nevertheless there are some guidelines that should be followed until enough data has been collected to establish more effective personnel recommendations. The most important requirement of assigned personnel is that they be trained in crime prevention. If officers are assigned before proper training they will be in a position to give faulty advice to businessmen and homeowners and may well cause

the project to fail. A number of departments are recommending that total of 2 per cent of the personnel be assigned to the crime prevention bureau or unit. New York City has assigned approximately 100 men to crime prevention. 74 of these will be patrolmen assigned full time in each precinct, the remainder working from headquarters or divisional stations. The 2 per cent assignment formula is a realistic future oriented recommendation. Initially, however, departments with an authorized strength of 400 to 1,000 should strive for a goal of one per cent of their authorized strength assigned to crime prevention. Departments with an authorized strength from 100 to 400 should have a minimum of two officers assigned to crime prevention and departments with authorized strength under 100 men should have one officer assigned to crime prevention.

Again, the personnel allocations will vary according to the activity of the department and the priority placed upon crime prevention, but unless a department is able to allocate enough officers to the crime prevention program to make a genuine impact, the program will be doomed to failure.

Crime prevention is the type of program that must not fail. It is a program that may not meet with initial acceptance by a large segment of departmental personnel. Therefore, a poorly planned and understaffed bureau or unit would be more detrimental to the department's overall long range goals than no program at all.

VII. MATERIALS AND RESOURCE REQUIREMENTS

The nature of the crime prevention officer's work will require the accumulation of special equipment and supplies. As with other divisions of the police department a certain amount of paperwork is inevitable and therefore a crime prevention unit should be staffed with an adequate number of clerical and secretarial personnel. A major part of the crime prevention program will include posters, leaflets, booklets and other printed material relating to crime prevention. Therefore, a budget allocation should be made to cover the types of printed material required in enough volume to allow community saturation with the materials.

The department should also budget adequately for the acquisition of films, slides, and other audio visual software as well as projection equipment for the use of the CPO.

In the area of public information, one item that is generally overlooked is paid advertising. Most departments rely on public service time by television and radio for such things as spot announcements regarding crime prevention. While these programs may be effective one of the problems is that quite often public service time is scheduled for nonprime time and therefore programs or spots may reach a small audience. This can be resolved by the use of paid advertising, through radio, television, or newspaper, and some program should be designed or devised to obtain an adequate amount of funds for this phase of the project. An example of the amount of funds required for paid advertising can be seen in the federal grant allocated to the city of Cleveland for auto theft reduction. Over \$100,000 was spent in a one year period solely on paid advertising.

In addition to the normal radios, uniforms and patrol vehicles required of all police, many departments have found it advantageous to provide the crime prevention officer with a special van equipped with hand-out literature, examples of security devices and other items relating to crime prevention. In some departments these vans have been of the VW van design, in others they have been a motor home type of vehicle that will accommodate visitors on the inside and provide general public relations and public information as well as a crime prevention message. These special purpose vehicles can range in cost from five to twenty-five thousand dollars according to the size of the community and the purpose for which they are designed.

An important resource for the crime prevention officer will be a library of books and periodicals. At the present time there is a scarcity of books on the subject of crime prevention. Nevertheless, there is a basic library that can be acquired and more importantly, periodicals from the security and locksmithing industry, and special publications by manufacturers are a valuable asset to CPO's and budget allocations should be made to support the crime prevention unit in this regard.

Crime prevention officers should be provided with both a polaroid camera and a camera capable of producing 35 millimeter slides. The Polaroid camera will be extremely valuable when presenting the results of a security survey to a merchant. A picture of the security hazard presented with the report can exert a strong influence on the owner of the property and increase the possibilities that he will remedy the crime risk. A 35 millimeter camera is

CONTINUED

1 OF 2

essential because in spite of prepared programs relating to crime prevention, nothing will have more impact than a program based on conditions in the officer's assigned area. The officer should use this equipment to follow up crime scene investigations, showing the results of criminal activities and to photograph potential crime scenes for presentation to community audiences. Materials and equipment should be provided to allow the crime prevention unit to prepare a portable exhibit for use at trade shows, PTA meetings, conventions, and other public and private meetings where the crime prevention message should be sold.

If the department is not already involved in Operation Identification, an important resource for the crime prevention officer will be an adequate supply of engravers to carry out this project. One of the main problems with Operation Identification is a lack of an adequate number of engravers made available at convenient points of distribution. These units should be made available not only at the police department, but at grocery stores, insurance offices, service club meetings, churches, youth groups, and any other distribution point that will encourage people to use the equipment. The City of Dallas, through both public and private funds, will have an inventory of over 1,000 engravers. They initially operated with an inventory of over 500 units and lost only one through failure of citizens to return them.

Training resources should also be made available to members of the crime prevention unit. While the National Crime Prevention Institute provides training in this area, a number of other avenues are also available to police departments. Crime prevention officers

that are allowed to attend seminars put on by the Security World Organization, American Society for Industrial Security, the Associated Locksmiths of America, the Small Business Administration, and other public and private groups will develop a great deal of expertise and increase the crime prevention unit's ability to deliver a complete range of crime prevention services to the community.

In spite of the number of training schools that officers attend, there still may be a need to bring outside assistance to the police department. Therefore, some money should be budgeted for consultants in specialized areas.

One of the most valuable resources for a crime prevention unit will be the acquisition of security products to be used in public demonstrations or made available in storefront offices, so that the public may view good security equipment. While much of this equipment will be donated by local dealers and manufacturers, a sum of money should be set aside to purchase quality items where needed. One of the problems with receiving donated material is that sometimes producers of poor quality items are the most anxious to have their products placed in a police exhibit. A crime prevention officer should not feel obligated to display inferior equipment. As a matter of fact it might be good strategy to purchase an obviously inferior product design and have it available to demonstrate that fact to citizens.

In summary, a crime prevention unit must have adequate resources with which to do a meaningful job. However, experience is showing that crime prevention can be one of the most economical programs funded by a state or local planning agency. An enthusiastic and well trained officer is the key to a crime prevention bureau and all other resources should be viewed as merely supportive of his personal efforts.

VIII. EVALUATION

Much has been written about the need for evaluation in federally funded projects. Evaluation is certainly important, but it is also important to define exactly what should be evaluated in a crime prevention project. Projects funded on an annual basis on the premise that they must within that year show a reduction of reported crime from the year previous are doomed to failure.

Because of the generally recognized low rate of reporting, a crime prevention program that generates new enthusiasm on the part of the public could well cause a statistical crime wave. Nevertheless, a crime prevention unit is funded for basically one reason -- to reduce crime. A system of evaluation should be designed so that the actual effect of the program can be measured at least within a five year period. There are, however, many measurements that can be taken along the way to provide a clue as to the program's effectiveness. Some items to be considered are as follows:

1. Before and after studies can be developed that determine the actual level of crime reporting in a community.
2. The effects of an anti-auto theft campaign can be immediately measured because it is the one crime that is, in fact, over reported.
3. Statistical evaluations can be made of the public information effort to see that the message of crime prevention is actually reaching the public and whether or not the public reacts to the message.

4. Data can be maintained to determine the levels of public participation from crime in progress calls or from leads leading directly to the apprehension of suspects.
5. Street lighting studies can be made to show the crime reduction indicated by improved lighting. Studies can also be made to determine the relationship between improved lighting around businesses and homes, and crime in unimproved areas.
6. Evaluations can be made of an entire community program and the level of compliance with the recommendations of the crime prevention bureau.
7. Statistical data should be kept of the changing patterns of crime to enable the crime prevention bureau to measure the anticipated displacement after the initiation of a program. Even though crime does not reduce immediately an obvious displacement of crime could be related to the crime prevention program. If enough displacement constantly occurs it may be possible to move the bulk of crime to locations and into methods of operation that lend themselves to improved apprehension capabilities. The level of on-site criminal captures should be evaluated through the measurement of both increased citizens' calls and improved use of electronic detection devices.
8. A measurement of public support for the crime prevention effort and the general community feeling toward police

should be developed. A sound program of evaluation should evaluate both the department's response to crime prevention needs and the actual or potential effect of reducing crime in the community. Wherever possible evaluation should be based on statistical data, not merely on the basis of intuitive judgments found in so many descriptive evaluations. Evaluations should be part of the initial design so that the final results are based on reasonable expectations and that data can be collected to provide the basis for a sound evaluation technique.

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APPENDIX A

POLICE DEPARTMENT
CITY OF NEW YORK

Subject: ESTABLISHMENT OF A COORDINATED PATROL-DETECTIVE CRIME PREVENTION PROGRAM.

1. In order for the Department to more effectively carry out its responsibility for crime prevention and to make a concerted effort to reduce the incidence of crime in the city, a comprehensive Crime Prevention Program is established. The success of the program will depend to a large extent upon the quality of public cooperation. The reduction of criminal activity and better relations with the community are intimately related. Any improvement in one will have a positive effect upon the other. Therefore, the cooperation of the public will be actively sought and utilized to the fullest extent possible.

2. This new program places crime prevention activities in a more realistic perspective by emphasizing the necessity of a collaborative effort by the public and the various segments of the Department, and it gives formal recognition to the importance of these activities. The program assumes a universal approach to crime prevention and will utilize the services of Crime Prevention Patrolmen who will be specifically selected, assigned and trained for such duty in every patrol precinct in the city, except the 74th and Central Park Precincts. This field force will be bolstered and will receive assistance from a specialized detective unit to be known as the Crime Prevention Squad.

3. The objective of the Crime Prevention program is to provide for the safety and security of the public, their businesses, households and possessions by concentrating on measures appropriate for the prevention of crime in their homes, at business and on the street. These measures will include but will not be limited to the following:

- a. Public education programs.
- b. Follow-up investigations of selected crimes.
- c. Inspections of premises and recommendations concerning physical security.
- d. Dissemination of information concerning crime prevention techniques.
- e. Study and research of crime trends, statistics, etc.
- f. Active solicitation of persons and groups interested in crime prevention.
- g. Coordination of activities of people and groups involved in the program.

4. Upon implementation of the crime prevention program:
 - a. The Premises Protection Squad will be designated the Crime Prevention Squad and will be assigned to the Office of the Chief of Detectives.
 - b. One patrolman from each patrol precinct will be selected and designated as a Crime Prevention Patrolman.
5. The duties and responsibilities of those concerned with the program are set forth below:
 - a. The Commanding Officer of the Crime Prevention Squad shall be responsible for the supervision, control and direction of the activities and personnel within the squad. In addition, he shall be responsible for the supervision, control and direction of the activities and personnel within the squad. In addition, he shall be responsible for:
 1. Advising business and community leaders on effective crime prevention and security measures and enlisting the cooperation and involvement of the public in such programs.
 2. Investigating and pursuing in cooperation with the Federal Funding Section of the Planning Division, the possibility of obtaining funds for various projects.
 3. Setting up a record keeping system and instituting reporting procedures to monitor and evaluate the effectiveness of the program.
 4. Maintaining a central repository of crime prevention information and material.
 5. Preparing and distributing pamphlets, leaflets and other relevant material on the subject to field commands and interested groups.
 - b. Crime Prevention Squad detectives shall report directly to their commanding officers and shall perform the following duties:
 1. Gather and disseminate information on new security systems and new crime prevention techniques
 2. Conduct studies of current crime patterns and to implement new preventive methods via education programs with skilled speakers for radio, TV and the local press.
 3. Assist and oversee security planning for major commercial, industrial, banking and residential buildings.
 4. Coordinate activities with other police agencies, private companies and security forces in advancing a continuing Crime Prevention Program.

5. Cooperate and provide staff assistance to the precinct Crime Prevention Patrolman in instituting new crime prevention programs.
 6. Perform special investigations and inspections which cannot be handled by local personnel.
 7. Perform any other related duties as directed by competent authority.
- c. Commanding officers of each patrol precinct, except the 74th and Central Park Precincts shall be responsible for the selection of a patrolman in his command to perform duty as a Crime Prevention Patrolman. This officer should possess qualities of imagination, initiative, integrity and self confidence. Because their responsibilities may not coincide with the rotating tour system, commanding officers shall assign Crime Prevention Patrolmen to a schedule most appropriate for local conditions and shall allow flexible readjustment. Commanding officers shall be responsible for supervision, control and direction of activities of Crime Prevention personnel in their precincts.
- d. Crime Prevention Patrolmen shall report directly to their commanding officers. They shall perform the following duties:
1. Cooperate with precinct Planning Officers, Training Sergeants, Neighborhood Police Teams and the Auxiliary Patrol Force in determining local crime prevention needs and appropriate methods of controlling crime.
 2. Evaluate crime patterns and institute crime prevention programs relative to specific crimes.
 3. Establish rapport with the local community in implementing innovative crime prevention programs tailored to specific needs.
 4. Conduct public education programs on crime prevention via various community group meetings.
 5. Give direction and guidance to the institution of new cooperative neighborhood crime prevention undertakings.
 6. Inspect premises and make recommendations concerning physical security.
 7. Investigate selected crimes against property, evaluate current security measures and recommend new procedures to owners or residents.
 8. Investigate selected crimes against the person, interview victims and institute individual and community education programs to prevent recurrence.

9. Refer complex cases which require special investigative effort to the Crime Prevention Squad.
 10. Perform any other related crime prevention activities as directed.
- e. The Chief of Patrol and the Chief of Detectives shall act in a liaison capacity and shall coordinate the activities of the Crime Prevention Squad with those of the precinct Crime Prevention Patrolman.
 - f. Patrol borough and division commanders and the Commanding Officer of the Crime Prevention Squad shall give direction and support to the program, to establish priorities and to insure coordination of effort.
6. The commanding officer of each patrol precinct, except the 74th and Central Park Precincts, shall select a member of his command to serve as a Crime Prevention Patrolman. Extreme care and consideration shall be exercised in making such selection. The criteria specified in Appendix A shall be utilized by commanding officers to assist them in selecting the most qualified member for duty as a Crime Prevention Patrolman. Commanding officers will be held accountable for the selection and utilization of Crime Prevention Patrolmen. Within 5 days of the date of this order, commanding officers shall forward a report of their selection through channels to the Chief Inspector utilizing the Crime Prevention Selection Report accompanying this order. Upon approval by the Chief Inspector, Crime Prevention Patrolman designations will be published in Personnel Orders and noted on the Force Record Card (PD 406-143) of the member concerned.
7. The Commanding Officer of the Police Academy shall, in cooperation with the Commanding Officer of the Crime Prevention Squad, develop a comprehensive training program for personnel designated as Crime Prevention Patrolman in order to provide the technical skills necessary to carry out the duties involved and to enhance their effectiveness. This program will commence on February 7, 1972.
8. Effective 0800 hours, February 7, 1972, patrolmen designated as Crime Prevention Patrolmen shall be relieved of all other duties. Commanding officers shall establish hours of duty for such members which are appropriate with the requirements of the assignment. Patrolmen shall perform duty in uniform and shall attend training programs and conferences as directed by future orders.
9. Any provisions of the Rules and Procedures or other departmental orders which may be in conflict with this order are hereby suspended.

BY DIRECTION OF THE POLICE COMMISSIONER

Michael J. Codd
Chief Inspector

[This is a copy of an order issued to all commands January 25, 1972, of the New York Police Department.]

CRIME PREVENTION PROGRAM

Kansas City, Mo., Police Department

I. PURPOSE

To establish a crime Prevention Section and outline procedures for the utilization of the section, its duties and responsibilities.

II. POLICY

The Crime Prevention Section shall be responsible for the development and implementation of a comprehensive program designed to suppress and prevent crimes of violence and property loss.

III. PROCEDURE

A. The Crime Prevention Section will be attached to the Public Information Unit. The commanding officer of the Public Information Unit shall be responsible for the assignment of duties of the men in the Crime Prevention Section.

B. The Crime Prevention Section will perform the following functions.

1. The section will specialize in crimes of violence, e.g., homicide, rape, robbery and aggravated assault, and on residential and commercial burglaries where considerable loss of property has occurred.
2. The section will study crime scenes and attempt to determine:
 - a. Primary contributing cause
 - b. Constant factors of crimes of the type concerned
 - c. Variable factors of crimes of the type concerned
3. The section will investigate potential crime areas and situations which are brought to their attention by district officers or citizens.
4. The section will provide security checks for businesses and residences, when requested by the owner, and make recommendations for needed improvements.
5. The section shall study situations and develop preventive measures, at the request of management, to prevent or reduce internal thefts and embezzlements.
6. The section will provide the news media with frequent articles relating to preventive measures that should be taken in various types of offenses. They shall also provide statistical information dealing with comparative results of proper and improper preventive measures.

7. The section shall develop specialized programs to present to business associations and residential groups that will meet their most urgent problems.
 8. The section will meet frequently with insurance groups, architectural associations and security oriented associations to coordinate efforts, develop programs, and set standards for security systems.
 9. The section will meet quarterly with the Investigations Bureau Commander, Patrol Bureau Commander, Special Operations Division Commander and the commanders of each patrol division to determine the areas to concentrate their efforts in an attempt to reduce the probability of violent crimes.
 10. The section members will be available to work closely with other segments of the department when called upon.
- C. Section members shall complete Preventive Analysis Reports with each citizen contact, listing findings and outlining recommendations made. These reports shall be kept on file in the Public Information Unit for reference and for statistical purposes.
1. Should a similar offense occur following a preventive analysis, the Crime Prevention Section shall determine if previous recommendations were implemented. A report of their investigation and a copy of the original Preventive Analysis Report will be made a supplement of the offense report and placed in the case file in the Records Unit.
- D. The Crime Prevention Section will in consultation with key department segments, insurance groups, city government, architectural associations and other interested groups, develop a Crime Prevention Code for the city of Kansas City, Missouri.
1. The code will contain standards to be maintained for the prevention of illegal entry of buildings.
 2. The code will contain standards for the proper development and/or improvement of areas that lend themselves to crimes of violence.

[Copy of an order issued 11-17-71 by Clarence M. Kelley, Chief of Police, Kansas City, Missouri; to become effective as of that date.]

DEPARTMENTAL GENERAL ORDER #72-
GREENSBORO POLICE DEPARTMENT

Index as. Prevention Unit
Loss Prevention Unit
Coordinator, Crime and Loss Prevention Unit

SUBJECT: CRIME AND LOSS PREVENTION UNIT

The purpose of this order is to establish a new unit within the departmental organization designated as the Crime and Loss Prevention Unit to define the unit's purposes, objectives, goals and to establish authority, responsibilities as well as program scope of the unit.

This order contains the following numbered sections:

- I. GENERAL OBJECTIVES, POLICY AND GOALS
- II. STAFFING AND ORGANIZATIONAL PLACEMENT
- III. PROCEDURES AND PROGRAMS
- IV. GROWTH AND DEVELOPMENT
- V. EFFECTIVE DATE

I. GENERAL OBJECTIVES, POLICY AND GOALS

A. General Objectives

To establish a Crime and Loss Prevention Unit within the Patrol Division of the Greensboro Police Department.

B. General Policy

It shall be the policy of the entire Police Department and specifically of the Crime and Loss Prevention Unit to develop and implement comprehensive procedures and programs designed to anticipate, recognize and appraise crime risks and to initiate action to reduce or remove such risk.

C. General Goals

- 1. To coordinate the activities of the Department in the field of crime and loss prevention.

2. To educate all personnel of the Department in the merits of participation in crime and loss prevention efforts.
3. To prepare and implement long and short term programs dealing with prevention of crime and loss of property.
4. To educate the general public, home and business owners in the advantages of planned programs designed to reduce risk and provide optimum protection for dollars spent or systems Changes.
5. To coordinate such programs with civic, business, private groups, city organizations, and individuals toward a common goal of preventative action.
6. To provide a broad base for citizen participation in self-involvement in loss prevention.

II. Staffing and Organizational Placement

- A. The Crime and Loss Prevention Unit shall be assigned to the Patrol Division under the direct supervision of the Patrol Commander.
- B. One supervisor shall be assigned to the unit and will be responsible for programs, personnel and implementation.
 1. The supervisor will be designated as the 'Coordinator' of Crime and Loss Prevention programs.
- C. Additional personnel assigned to the unit will be responsible to the coordinator for duty assignment and functions.

III. PROCEDURES AND PROGRAMS

A. Procedures

1. The unit will request and study crime trends of crimes and losses that are generally considered preventable.
 - a. Emphasis will be placed on, but not limited to, street crimes, crimes against persons, vandalism, security, auto theft, business losses, property identification and related preventative areas.
2. Evaluate, when possible, crime scenes in order to formulate preventative plans for future use.
3. Consult with line Patrolmen, line supervisors, Detectives and Unit Commanders in order to determine what courses of preventative action may best be taken to meet changing trends.

4. Develop expertise with security hardware, internal systems, protective systems, glazing, locks, safes, intrusion devices, screening and related protective hardware.
5. Establish and maintain working relations with Building Inspectors, architects, insurance firms, building contractors, wholesale building material companies and other persons wherein updating merchandise in security work can be implemented.
6. Establish working relationship with news media for crime and loss prevention advertising and coverage.
7. Prepare and submit proposed ordinances of a security nature that deal with minimum standards for building, security, anti-theft and entry provisions.
 - a. Ordinances to cover homes, buildings, automobiles, residential lighting and general security.
8. Coordinate security efforts with that of the Fire Prevention Bureau to insure exchange of information gained by individual inspections.

B. Programs

The Crime and Loss Prevention Unit shall prepare and submit for approval programs in crime and loss prevention geared to the changing community and community crime trends. General programs shall include but not be limited to:

1. Training of Police personnel in preventative programs and how all units and personnel may assist.
2. Residence and business protection programs.
3. Worthless check prevention programs.
4. Auto theft prevention.
5. Mark-it programs, marking of all major theft items in homes and businesses.
6. Street lighting programs.
7. Building permit review for security.
8. Neighborhood Watch Programs.
9. Women's Court Watch Programs.

10. "Safe Haven Home" Program.
11. Architectural consulting.
12. Preparation of preventative ordinances.

As programs are planned, approved and implemented, all members of all Police units will be updated in the program prior to public release. Programs will be implemented on a need basis after priorities are established. Program handout material prepared to educate in a crime problem will also be prepared under the auspices of the Crime and Loss Prevention Unit and will be distributed to all Police Personnel.

IV. GROWTH, DEVELOPMENT AND REPORTING

A. Since this is a new field as well as a new venture for the Department, growth will depend on the unit's successful endeavors as well as need to increase in size and scope.

1. Anticipated growth will be to maintain one to two per cent of police strength assigned to the unit.
2. Federal funding will be requested to provide for expansion, if justified.
3. Annual evaluations of goal attainment; programs will be reviewed in order to determine needs.

B. Development

1. The Crime and Loss Prevention Unit will begin on single, long term base programs and as each program is developed and implemented, additional programs will be added. In addition to programs being added, the base of operation will be expanded to cover business internal security, ordinance preparation, participation in broad planning activities with city and private agencies.
2. Follow-up systems will be included to enhance compliance after voluntary assistance is sought.
3. Ineffective programs will be modified or if found unsuitable, will be recommended for abandonment.

C. Reporting

1. General Reporting:
 - a. The Coordinator of the Crime and Loss Prevention Unit will prepare daily and monthly reports that shall present, on

approved formats or forms, the efforts, surveys and accomplishments of the unit.

- b. Reports will be processed through channels to the Chief of Police.
- c. Carbon copies will be forwarded to the Operations Bureau and all Division and Unit Commanders.

2. Survey Reports:

Any survey conducted by the Crime and Loss Prevention Unit of any home or business location will be classified confidential and will be prepared in an original and one copy with the following distribution:

- a. The original report will be presented to the owner of the business or home.
- b. The carbon copy will be retained by the Crime and Loss Prevention Unit under security.
- c. No name of company, address or identifying information shall be included on the confidential report other than an identifying number assigned by the Crime and Loss Prevention Unit.
- d. Officers concerned with the supervision of the unit may review survey forms on a need-to-know basis.

V. EFFECTIVE DATE

- A. The effective date of this order shall be

Paul B. Calhoun
Chief of Police

APPENDIX D

ILLINOIS LAW ENFORCEMENT COMMISSION
Standing Committee on Crime Prevention

Program 34: Crime Prevention
1972 Annual Crime Control Plan

Project 34A: CRIME PREVENTION BUREAUS:
GUIDELINES FOR PROGRAM AWARDS*

Purpose: Establishment of crime prevention bureaus in police departments to deal with prevention of crimes against property in either the business or private sectors of the community.

Eligibility: Applicants must be police departments or combinations thereof which:

1. do not have an existing crime prevention bureau, unit or division nor an officer identified, on a full or part time basis, with this function;
2. has a minimum of 50 (actual) sworn officers;
3. can statistically demonstrate a commercial/residential property crime problem;
4. agree to establish a full time crime prevention bureau with a minimum of two sworn officers;
5. has the crime prevention bureau report directly to the unit or division commander under whom the bureau is placed;
6. submits a tentative plan of activity aimed at preventing crimes against property in either the business or private sectors of the community; and, submits a comprehensive crime prevention plan at the end of the first grant year;
7. sends all of the officers and supervisors of the bureau to the four week course offered by the National Crime Prevention Center in Louisville, Kentucky;
8. cooperates with and agrees to a third party evaluation of the crime prevention bureau; and

* Approved on Tuesday, February 22, 1972 by the Standing Committee on Crime Prevention.

9. provides necessary equipment for the bureau as part of the grantee's share of the grant (nominal office equipment excluded).

The crime prevention bureaus established under this program area should not usurp the functions or responsibilities of existing units or divisions of the applicant department; rather, the bureaus are seen as performing liaison functions with the other units or divisions with regard to crimes against property in commercial and residential sectors of the community.

While the duties and responsibilities of each bureau are to be determined by the specific needs and both departmental and community resources of the applicant department, JLEC anticipates that one or more of the following duties will be incorporated into the overall program.

1. Collection and analysis of property crime data from other units or divisions.
2. Identification of high crime risk situations or areas with reports to appropriate units or divisions.
3. Coordination of prevention programs throughout the department.
4. Vacation Report Program for residential property.
5. Implementation of crime prevention code or other existing ordinances which are preventative in nature.
6. Speakers bureau.
7. Establishment and maintenance of a security report form for commercial property.
8. Consultation with local construction and architectural concerns on security devices for commercial and residential property for both new and existing buildings.
9. Liaison with departmental training officer for prevention curriculum.
10. Liaison with local security organizations and manufacturers.
11. Implementation of prevention programs introduced in the community such as Operation Identification, Lock It and Pocket the Key program and others.
12. Identification and obtainment of local, state and federal funds for prevention programs in the community.

APPENDIX E

ADMINISTRATIVE ACTION TO IMPLEMENT A CRIME PREVENTION
UNIT IN A POLICE DEPARTMENT

A chief of police wishing to implement a crime prevention unit in his department would generally take the following steps in substantially the order listed:

1. The chief of police should inform himself of the theory and principles of crime prevention, and the operation of a police crime prevention unit.
2. The next step should be the collection of data (crime targets, subjects and so forth) that would guide him in the decision to implement a crime prevention unit and serve as a basis for evaluation of the program throughout its operation.
3. He should then reach a decision whether or not he wishes to install such a unit in his department.
4. If he decides he would like such a unit, he should convince his city administration of the desirability of establishing such a unit.
5. He should decide on the location of the unit in his department, that is, whether it will be a unit in the executive office reporting to him or in an existing division or bureau.
6. He should then select the head of the unit, and arrange for him to attend the National Crime Prevention Institute at the earliest possible moment.
7. After the return of the officer from the Institute, the city should officially establish the unit by selecting the other personnel of the unit and preparing and issuing an organization document.
8. An order should be issued prescribing policies and operating procedures.
9. The next step is to transfer personnel to the unit and give them their working assignments to carry out all of the operational steps set out in the Institute course and the operations order for effective operation of the unit.
10. He should then assign the training division, with the advice and counsel of the head of the crime prevention unit, to prepare and carry out a roll-call training program for all officers on the operation of the crime prevention unit and to plan and put on a short seminar for all command and supervisory officers on the crime prevention unit and its operation. He should also instruct them to develop a comprehensive and continuing training program for the personnel of the crime prevention unit to continue to upgrade their knowledges and skills.
11. Finally, he should implement the review and evaluation process that will assess for him at regular intervals the effectiveness of the unit in achieving its goals.

SELLING THE CRIME PREVENTION CONCEPT

TO THE CITY COUNCIL AND CITY MANAGER

The following is a brief list of advantages of implementing a crime prevention unit in your department.

- I. One of the main objectives of a police department is the protection of life and property.
 - A. Implementing the crime prevention theory will, for the first time, blend the idea of criminal opportunity reduction with the existing methods of criminal apprehension. Not only will a police department attempt to apprehend a criminal after an act is committed, but the police will consult with property owners to eliminate a larger percentage of chance that the property will ever become a target for crime.
 - B. Citizens all over the United States are becoming aware that one policeman for every 1,000 persons cannot adequately protect private property and persons. The property owners are very interested in protecting themselves and without a trained crime prevention officer available as a public consultant, the property owner can only turn to security equipment salesmen for protection advice. This advice is normally inadequate or slanted toward the particular type of equipment sold.
 - C. Citizens desire to turn to the police department for property protection advice, but today few departments can provide a professional service to match the need.
- II. Through a systematic concentrated effort by the police department, using crime prevention officers, the property insurance rates charged to property owners can be stabilized or reduced.
 - A. When crime rates can be stabilized or reduced, then property insurance rates can also be stabilized or reduced.
 - B. Just as some cities have better fire insurance rates than other cities, also cities can be rated in the same manner for their property protection ability.
- III. If a city police department can show a businessman how they can save him money (profit percentage) by protecting his property better (in reality advising him how to better protect his own property), that businessman will desire to support (financially) the city and police department to a stronger degree.
- IV. With the use of a crime prevention officer the city government, for the first time, will have on the city payroll, a qualified person who will be able to advise on protection needs for public owned property.

- A. This one point alone should sell the program to city officials.
- B. Cities own millions of dollars in buildings, structures, equipment, vehicles, etc., which for the most part goes unprotected. With the use of the crime prevention officer, the city can cut down on internal theft, set up better warehouse security measures, protect public buildings from the possibility of bombings and advise in many other protection needs.

APPENDIX F

CALIFORNIA PENAL CODE

TITLE 8
BUILDING SECURITY

Section 14050. [Development of building security standards]

Section 14051. [Consultation among city and county officials]

Section 14050. [Development of building security standards]

- (a) The Department of Justice shall encourage the use of technology in the prevention of crime. To this end it shall develop for recommendation to the Legislature, and thereafter continually review, building security standards. In carrying out these duties, the department shall consult with the Office of Architecture and Construction of the Department of General Services and shall, but is not limited to:
- (1) Develop standards for a statewide building security code designed to prevent or reduce the likelihood of burglary or robbery in any building, including new single-family residences, apartments, public-owned buildings, commercial and industrial buildings.
 - (2) Develop means of testing and certifying equipment and materials designed to prevent or reduce the likelihood of burglary or robbery in such buildings.
- (b) In carrying out its duties pursuant to subdivision (a) the department shall seek the advice of the State Fire Marshall, to insure that fire and life safety standards are not impaired, and shall consult with the Office of Architecture and Construction regarding state building standards.
- (c) The department shall submit a progress report to the Legislature, including preliminary recommendations for building security standards to be submitted to the State Buildings Standards Commission for adoption as part of Title 24 of the California Administrative Code, relating to building standards, not later than January 5, 1973, and a final report not later than the fifth legislative day of the 1974 session. Thereafter, the department shall continually review and update these standards as necessary [Added by Stats 1971 ch 1662 Section 2.]

NOTE: Stats 1971 ch 1662 also provides: Sec. 1 The prevention of crime by reducing the opportunity for the commission of criminal acts is of prime importance to the Legislature. Burglary and unlawful entry of a building for other purposes, such as robbery or placing explosives or incendiary devices, can be reduced by devoting greater attention to construction methods and materials as well as intrusion and alerting

devices. It is the intent of the Legislature that greater attention be given this problem so that law enforcement agencies can conduct their duties in a more efficient manner and the members of the public can be better protected. Sec. 3 There is hereby appropriated from the General Fund to the Department of Justice the sum of forth thousand (\$40,000), or so much thereof as may be necessary, to be expended for the purposes of this act.

Section 14051. [Consultation among city and county officials]

The chief law enforcement and fire officials of every city shall consult with the chief officer of their city who is charged with the enforcement of laws or ordinances regulating the erection, construction, or alteration of buildings within their jurisdiction for the purpose of developing local security standards and regulations supplemental to those adopted as part of Title 24 of the California Administrative Code, relating to building standards. The chief law enforcement and fire officials of every county shall consult with the chief officer of their county who is charged with the enforcement of laws or ordinances regulating the erection, construction, or alteration of buildings within their jurisdiction for the purpose of developing local security standards and regulations supplemental to those adopted as part of Title 24 of the California Administrative Code, relating to building standards. No provision of this or any other code shall prevent a city or county from enacting building security standards stricter than those enacted by the state. [Added by Stats 1971 ch 1662 Section 2.]

APPENDIX G

IMPLEMENTATION PLAN FOR
COMMUNITY CRIME PREVENTION

I. OBTAIN THE CRIME FACTS FOR YOUR COMMUNITY

The crime prevention officer must become an expert on the crime facts of his community and be able to relate the local situation to crime facts nationally. Many times a "high sounding" program will fail because the goal is lost in the rush to do something. Crime prevention programs will be judged by your ability to REDUCE CRIME and therefore, you must be knowledgeable about crime statistics.

II. PICK A BASE MONTH TO START A CRIME CUT CAMPAIGN

Dramatic results can be shown by focusing on crime prevention during an entire month. The long range idea, of course, is to keep the pressure on over a long period of time, but a KICK-OFF campaign can do much to give the momentum needed to gain complete community support.

- A. Select a month far enough in advance to give plenty of time for planning.
- B. Avoid months that contain build in obstacles such as:
 - (1) Major Holidays
 - (2) General Vacation Periods
 - (3) Fire Prevention Week
 - (4) Elks Convention (and the like)
 - (5) LEAA Grant Process

III. APPOINT CRIME CUT CAMPAIGN COMMITTEE

Develop a broad based committee of business and citizen leaders that bring together the entire resources of the community.

- A. If a crime prevention program is to work, it must have the complete and active support of the chief and, therefore, the chief of police should be an active member of the committee and should agree to attend all meetings in person. As crime prevention officers, you should assume the duties of general secretary and prepare the material for each committee meeting. Other community leaders to be invited on the committee could include the following:

- Mayor and City Manager
- President of Local A.S.I.S.
- Insurance Agents Representative
- Representative from the Chamber of Commerce
- Representative from the Jaycees
- Representative from the P.T.A.
- Representative from the Local School Administration

President of Teachers Union
 President of Banking Association
 President of Local Locksmith Association
 President of Local Burglar Alarm Association
 President of Local Architectural or Builders Hardware Association
 Director of Regional Crime Commission (LEAA)
 President of Retail Merchants Association
 President of Local Service Clubs
 President of Ministerial Association
 Representatives of Local Press, Radio and TV

B. Develop Subcommittees

The most effective committee work will result from small groups working on specific tasks; therefore, the following subcommittees are suggested:

- (1) Finance
- (2) Advertising and Publicity
- (3) Program Committee with sections for
 - (a) Home
 - (b) School
 - (c) Business

IV. PREPARE MATERIAL FOR COMMITTEES

- A. Gather pictures of security problems in your community.
- B. Present crime facts and visual material to full committee at least 30 days before start of crime cut campaign.
- C. Work with subcommittees on program details.

V. CAUTION -- KEEP PUBLICITY AT LOW LEVEL DURING PLANNING PHASE

- A. Remember -- you will want to get the most benefit from you "Campaign Month" because everyone (taxpayers, businessmen, LEAA, your department) will be evaluating your program.
- B. Anticipate methods by which you can evaluate your program.
 - (1) Did sales of security devices change?
 - (2) Did you get your crime prevention message out?
 - (3) Did crime drop?
 - (4) Did apprehensions increase?
 - (5) Did public opinion change?
 - (6) Did your program increase public interest in crime prevention?

VI. PLAN A KICK-OFF BREAKFAST

Invite full crime cut committee to kick-off breakfast on the first day of your campaign month. "Start early -- get the jump on crime."

- A. Release complete details of plan to the press, radio and TV.
 - Posters
 - Engravers (Operation Identification)
 - Court watchers
 - Spot announcements
 - Open security product exhibit

- B. Announce plans for a daily news conference to cover:

- (1) Yesterday's crime reports
- (2) Apprehensions resulting from citizen calls
- (3) Number of crimes preventable with simple security
- (4) Suggestion of the day (you will need 30 of these so don't dump them all at once)
- (5) Number of suspicious person calls
- (6) Number of security violations found by police
(Example: Have x number of officers check 5 parked cars each day for keys left or unlocked and valuables left in vehicle.

VII. HOLD A COMMITTEE OR SUBCOMMITTEE BREAKFAST EACH MONDAY OF CAMPAIGN MONTH

Use this to keep committees enthused with program. Committee members can assist as speakers or you can show crime prevention films.

VIII. HOLD SUMMARY BREAKFAST ONE WEEK AFTER CLOSE OF CAMPAIGN MONTH

- A. Review campaign
- B. Announce plans for long range program and offer security survey services to the business community.

IX. HOLD REGULAR MEETINGS WITH FULL CRIME CUT COMMITTEE

- A. Set meeting at regular intervals. Twice a year or every month -- frequency is not as important as getting the commitment to meet and do some important community work.
- B. Make valuable use of committee.
 - (1) Keep them up to date
 - (2) Solicit feedback on community feeling
 - (3) Use as a sounding board for new projects
 - (4) Present problems for their solution

X. REMEMBER YOUR OWN DEPARTMENT

- A. Follow the same track as your citizens program, but keep your fellow officers one step ahead on information. They should not learn about a new idea put out by you from a citizen.

- B. Keep your department up to date by making use of
- (1) Regular in-service training
 - (2) Daily bulletins
 - (3) Full disclosure to every man on the state of program development at any time.

END

7-11-50