

THE OFFICIAL GUIDE TO POLICING IN ANYTOWN



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CJ201

Focused on the roles and responsibilities within a police department, this project took a creative approach in designing an official police guide for an imaginary town. The sections of policing that were highlighted within this guide include the styles of policing, methods and techniques of patrol, co-responders and community policing programs, traffic partnerships, policing the drug problem, use of modern technology, prevention techniques of racial biases within the department, police use of force, and the recruitment process. Various techniques, geographical locations, and societal environments were researched to plan an efficient and effective response by the police department within each subjective circumstance.

TABLE OF CONTENTS

| | |
|--|---------|
| Mission Statement | Page 3 |
| Letter from the Chief | Page 4 |
| Department Breakdown | Page 5 |
| City Geography and District Breakdown | Page 6 |
| Policing Styles | Page 9 |
| Methods and Techniques of Patrol | Page 10 |
| Broken Windows Theory | Page 13 |
| Co-Responders and Community Policing Programs | Page 14 |
| Traffic Partnerships | Page 18 |
| Policing The Drug Problem | Page 22 |
| Modern Technology | Page 24 |
| Policing The Police – Preventing Racial Biases | Page 25 |
| The Police Use of Force | Page 26 |
| Recruitment and Hiring | Page 28 |
| References | Page 29 |

MISSION STATEMENT

The Anytown Police Department is dedicated to improving the quality of life within the district communities through a spirit of service, law enforcement, and safety. This organization is made up of the effective, skilled, and progressive minds of men and women who live out this mission by partnering with the community and protecting its citizens, while respecting the rights and dignity of all.

This mission is demonstrated through the cooperative work with other governmental agencies, businesses, and all citizens. Reaction to incidents of crime or disorder is not the only goal of the Anytown Police Department, but the efforts made in order to nurture meaningful, working partnerships to make it a safe place for everyone to live and work.

Today, and every day after, it is a goal to remain at the forefront of modern policing practices to create a significant, positive difference in these communities. Building on these positive relationships and successes through accomplishment is one of the main goals and highest priorities of the Anytown Police Department. It is important for both police and the citizens of the community to work together to identify, prioritize, and solve community concerns.

It is a combination of creative and innovative ideas provided by both the police and its citizens to work with each district to reduce and prevent crime, disorder, and fear. The Anytown Police Department is here to provide service at times of need, community support, and safety to all districts in the city.





AMY JONES

CHIEF OF POLICE

Jones is the youngest member of the police department and newly elected Chief of Police. Jones was born and raised in Anytown, graduating as valedictorian at Anytown Highschool, graduating top of her class within the Anytown Police Academy. Awarded back-to-back Officer of the Year, Jones' dedication to Anytown and outstanding work within the department makes her the most qualified candidate for this position.

A LETTER FROM THE CHIEF

To the residents of Anytown,
It is an honor to be named the Chief of Police for the City of Anytown. I am dedicated to improve the quality of life in our community through a spirit of policing. I have full faith in myself and staff at the Anytown Police Department to serve and fulfill your needs of service and safety. Allow this official document to serve as a guide to introduce you to the various districts within the city, along with the differentiating plans of action, protocols, and safety precautions to be implemented. I appreciate your commitment and adaptation to this change in command.

Amy Jones
Anytown Chief of Police

Chief Jones

Head of the Anytown Police Department
Responsible for the success of the entire department;
mainly supervising each of the departments

Deputy Chief

Second to the Chief;
due to unforeseen circumstances, will take over the role of Chief
Responsible for sergeant(s) and their departments
Relays information/unsolved issued with the Chief

Sergeant(s)

Middle Manager(s)
Divided responsibilities; plays a management role
Share a responsibility for Patrolmen under their service(s)

Community Policing

- Main focus is providing service to the community (show face)
- finding trusted PO's and neighborhoods to provide successful opportunities for offenders
- Work closely with the courts system to successfully defer cases

Forensics / Evidence Testing

- Transfer and collect evidence from a crime scene
- Responsible for forensics lab and DNA testing
- Process evidence into appropriate cases

Prisoner Maintenance

- Transfer and accurately place prisoners throughout the cells
- Have a coherent bond with prisoners to avoid riots/outbursts

K-9 Unit

- Train and practice with the K9's
- Usually works closely with Drug Investigation Division in responding to appropriate cases

Patrolmen

- Work individually but also as a team with the division assigned to
- Are seen to most of the public and on the streets
- Responsible for being the "first responders" when dispatch calls, providing first aid, service, or arrests when needed
- Need to be familiar with crime scene investigation, preservation, and de-escalation; as they are the first ones on scene
- Main duties are patrol within the community or assigned area

Dispatch Communications

- Answer 911 calls and contact appropriate units
- Deploy appropriate divisions to each case and call

Drug Investigation

- Transporting and testing collected drugs under evidence
- Communicating to controlled informants (CI's)
- Setting controlled locations for drug busts

CITY GEOGRAPHY AND DISTRICT BREAKDOWN

GEOGRAPHIC LOCATION

The imaginary city of Anytown is an area consisting of 46 square miles and located on the southwest corner of the United States. The southern end of the city is met with the border of Mexico; essentially occupying a small portion of what is known as San Diego, California.

DEMOGRAPHICS

The city demographics is broken down to approximate 60% white non-Hispanic, 20% black, 18% Hispanic (most of which are of Mexican decent), and 2% Asian or other nationality. See Figure 1, Page 6.

DISTRICT BREAKDOWN

The city of Anytown is divided into ten districts, surrounding the police department, acting as a central hub. See Figure 2., Page 8.

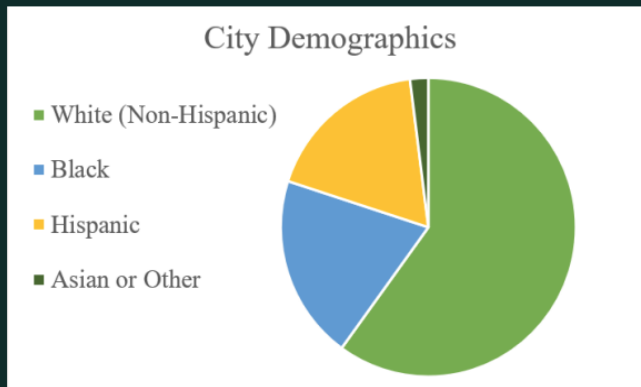


Figure 1.

BUSINESS DISTRICT

The business district is home to business of all sizes, with a regional homeless shelter also located in this neighborhood. Some concerns within this district include convenience store robberies with perpetrators carrying handguns during the crimes and possibly appear to be wearing gang clothing. Witnesses of these crimes are not coming forward with information. There is suspicion that the previous police chief may have impacted the police department's investigative efforts through racial bias.

THE HIGHLANDS

Many neighborhoods occupy the Highlands District, with many visits from the police department regarding noise complaints and rowdy solicitors. Some concerns within this district

include a group of teenagers plaguing the neighborhoods with loud stereos in their cars and ball playing in the streets. The police on patrol have been called multiple times with no prevail, with the kids returning to their behaviors upon their departure or police cars driving by the area without coming in contact with the teens.

THE INDUSTRIAL PARK

A district that supports the Business District is the Industrial Park that contains over several hundreds of thousands of dollars in equipment and materials. This area has been affected by the darkened streets and minimal on-street activities, leading to a number of tractor trailer hijackings and commercial burglaries. One of the main concerns within the police department is the reputation of the patrol officer who normally works in this area is to be a known slacker on duty.

THE DOWNTOWN DISTRICT

A hotspot for college students from the surrounding areas, the population of the Downtown District increases 3-fold upon nightfall and over the weekend. Establishments within this lively district include nightclubs, bars, and fine dining restaurants, with large amounts of alcohol consumption and premium parking areas on the street a short distance from the facilities. Some of the concerns within this district include vehicles frequently parked illegally, traffic accidents caused by hit-and-run

drivers, and constant complaints of youth gangs loitering.

THE COLLEGE DISTRICT

The college district is comprised of a small state college with approximately 4,000 residential and commuter students. Despite the history of a low crime rate, the College District employs a non sworn campus safety department which provides a first response to low level incidents, for this district is still a vulnerable target for crime.

THE OFF-CAMPUS DISTRICT

Many of the concerns within this district come from the permanent residents of the Off-Campus District, with complaints of the college students. They report college students come in droves drinking and partying until late and night, urinating on residents' lawns, while being loud and profane. The garbage and beer cans left behind cause the neighborhood to start looking like a dump, with no repercussions for littering.

THE LAKES REGION

This region attracts many visitors, becoming highly populated during the summer months and known as a wealthy area. Consisting of mainly vacation homes and several tourist type businesses on the beachside, this area is vacant in the winter. This district generates significant tax revenue from a significant amount of tourists and locals who visit the area.

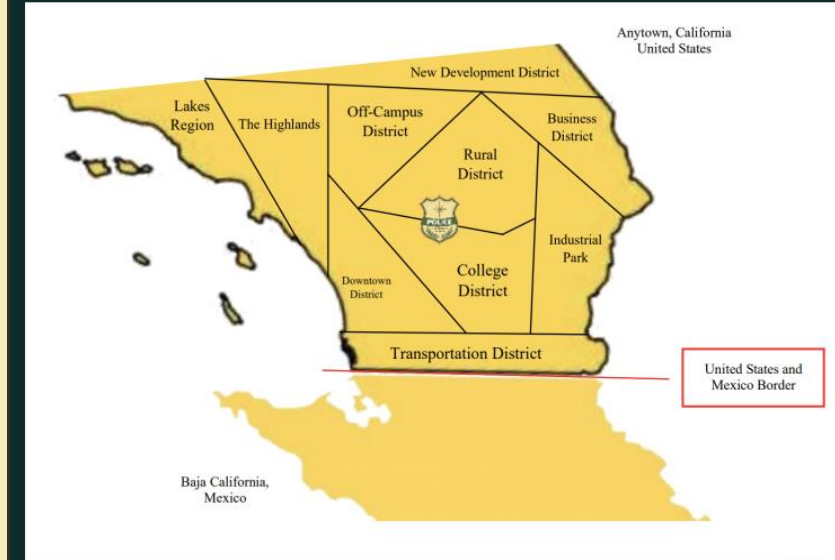


Figure 2.

THE TRANSPORTATION DISTRICT

The transportation district is home to all methods of transportation, with the ability to travel in and out of Anytown. Located at the most southern end, the Mexican border can be seen and accessed from the city. An interstate highway passes through the city and into the Country of Mexico, with Immigration officials staffed to regulate transportation and customs. A freight train line is available, running from Los Angeles to Mexico with one stop made in the industrial park for pickup and unloading of freight. Anytown has a small municipal airport which is staffed by one airport technician.

NEW DEVELOPMENT DISTRICT

Currently, this district is an undeveloped "desert" property that has a contract with a developer in creation. This development will mostly be residential houses with some parks, recreation, and small businesses.

THE RURAL DISTRICT

The rural district consists of mainly middle-class housing with single-family homes with some apartment houses. Within this district is the public high school, middle school, and elementary school located within separate buildings. Throughout this district are some small businesses and a public park to round it out.

POLICING STYLES

WATCHMAN STYLE

The watchman style of policing involves police presence, with an emphasis on order maintenance and crime control within a community (Gaines et. al., 2022). This style of policing would best suit the Rural district; consisting of single-family neighborhoods, several apartment structures, public park and the public elementary school, middle school, and high school. Especially in cases with juveniles, the watchman style of policing is required to consider these mitigating circumstances when taking action (Gaines et. al., 2022). Officers assigned to this community shall adhere to the watchman style by informally issuing verbal warnings, and forcing people to leave an area to ensure that domestic tranquility is maintained (Gaines et. al., 2022). The watchman style is the best style of policing in the Rural district to maintain peace within the community that experiences a high volume population on a daily basis.

LEGALISTIC STYLE

The legalistic style of policing defers from using officer discretion and enforces the criminal justice system as frequently as possible (Gaines et. al., 2022). Legalistic departments see no alternative other than to write large numbers of traffic citations and go as far as arresting offenders for the most minor criminal violations (Gaines et. al., 2022). Easily one of the most troubled

districts in the city, the Downtown district faces constant alcohol consumption in correlation to the crime rates. College students can be found at night, bars experiencing an increase in sales of cocaine, cars parked illegally on the street, hit-and-run drivers while under the influence are on the rise, and complaints of youth gangs loitering have become the norm. With the ever-growing population of people who frequent this district, it is important to uphold this high-risk factor with a legalistic style of policing.

SERVICE STYLE

The primary function of the service style of policing includes an emphasis on providing service to protect the community in an informal manner (Gaines et. al., 2022). Police presence is increased to monitor the citizens present within the community, supervising the unruly teenagers or criminals outside of the community who may not have legitimate purposes for being in areas of the jurisdiction (Gaines et. al., 2022). The Highlands would benefit from the service style of policing with issues arisen of a group of teenagers who loiter in the area with loud stereos in their cars and obnoxious behaviors. Every effort needs to be made in order to protect the peace within this wealthy neighborhood, therefore a constant police presence using the service style of policing is necessary to accomplish this goal.

BROKEN WINDOWS THEORY

The broken windows theory illuminates the psychological aspects behind the criminal mind, with an emphasis on how environment impacts behavior (Green, 2023). The purpose of this theory is to address the underlying causes of crime or to prevent larger crime from occurring (Green, 2023).

This analogy stems from the physical decline of a neighborhood to an extent that invites crime (Gaines et. al., 2022). The example being that a house with a broken window that goes unfixed for some time, gives it the illusion that the neighborhood that it resides in can be easily victimized due to the lack of concern it has for the house itself or what may happen within (Gaines et. al., 2022). Once potential criminals sense this situation, they tend to commit more crimes or offenses within the area. (Gaines et. al., 2022). This ideology is supported by the unrepaired window acting as a signal to those observing the neighborhood that there is no fear of consequence for their actions because the community "does not care enough" to fix the damage (Green, 2023).

PREVENTION

In other words, keeping up with the physical appearance of an area will make it more difficult to commit a crime (Gaines et. al., 2022). Some steps toward improving a physical environment or target harden include such things as installing remote

cameras, maximizing observation within buildings or structures, access control, or even activist groups within the neighborhood (Gaines et. al., 2022).

ACCESS CONTROL

Maximizing observation within buildings or structures begins with access control. Access control refers to physical changes that are made to control the flow of people into or out of an area (Gaines et. al., 2022). Examples of access control that are implemented throughout the districts of Anytown include residence buildings having a limited number of keys only given to trusted individuals, places of employment only allowing employees to enter and exit through an approved entrance, and neighborhoods containing numerous cul-de-sacs, few entrances, and few through streets (Gaines et. al., 2022).

SURVEILLANCE

Surveillance refers to the physical details of an area that increase the probability of somebody observing an offender (Gaines et. al., 2022). Examples of the most effective surveillance include illuminated streets to increase eyesight at night, doorways positioned toward the street so passers-by can observe the flow of foot traffic, and walkways from one destination to another being relatively clear of visual obstructions such as trees or large bushes (Gaines et. al., 2022).

METHODS AND TECHNIQUES OF PATROL

The purpose of an officer includes being on patrol and alert for conditions that may jeopardize the safety of people and taking appropriate actions to correct improper conditions. The responsibilities of patrol include deterring crime through routine patrol, enforcing laws, investigating criminal behavior, apprehending offenders, writing reports, coordinating efforts with prosecutors, assist the community by resolving conflicts, maintain order and traffic control (Gaines et. al., 2022). There are many different methods of patrol used by the police department that include automobile, bicycle, horse, foot, aircraft, and watercraft (Gaines et. al., 2022).

AUTOMOBILE PATROL

Automobile patrol, the most common, stays in constant contact with headquarters, can cover more area, and respond rapidly (Gaines et. al., 2022). Automobile officers range from units holding one and two officers; both which have their benefits and drawbacks (Gaines et. al., 2022).



Under the assumption that two-officer units are safer, studies show that one-officer units are more productive when it comes to more arrests and filed reports, with the grand scheme of area being covered.

BICYCLE PATROL

Bicycle patrol offer stealth and concealment when approaching suspects, range to places where automobiles cannot enter (such as alleyways, stairwells, and sidewalks), and are much more maneuverable in traffic (Gaines et. al., 2022).

HORSE PATROL

Similarly to bicycle patrol, horse patrol is well suited for rugged terrain (such as parks as desert areas) and can cover a larger area in comparison to officers on foot (Gaines et. al., 2022). This type of patrol gives the officers the ability to person some duties more efficiently. Bicycle and horse officers have much more police-citizen contact, improving public relations within the area and serving as a bridge to the community (Gaines et. al., 2022).

FOOT PATROL

Foot patrol is mainly used to address citizen-officer interaction and recover the decrease of positive relations with the public (Gaines et. al., 2022). The main objectives of foot patrol programs

include increasing the citizen perception of personal safety, decrease the amount of actual or perceived criminal activity, eliminate citizen apathy about reporting crime to the police, and increase protection overall (Gaines et. al., 2022).



AIRCRAFT AND WATERCRAFT PATROL

Aircraft patrol includes but is not limited to airplanes, helicopters, unmanned aerial vehicles (UAV's), and drones (Gaines et. al., 2022). Aviation units serve several functions such as search and rescue, medevac operations, transportation of prisoners and personnel, surveillance, tracking, and general support to ground operations (Gaines et. al., 2022). With similar functions comes watercraft patrol, used in the presence of a large body of water (Gaines et. al., 2022).

METHODS AND TECHNIQUES - DISTRICT BREAKDOWN

Each district will have different methods and techniques of patrol, some of which will require more than one type of patrol depending on the level of risk they hold. The main methods of patrol used in Anytown include automobile, bicycle, horse, foot, and aircraft.

THE BUSINESS DISTRICT

The business district will need automobile, foot patrol and aircraft support; automobiles are needed to rapidly arrive to the convenience store robberies, aircraft surveillance needed to track the possible getaway cars to support the ground units, and foot patrol to avoid the loitering of gangs within the high risk and targeted areas.

THE HIGHLANDS

The highlands' main concern is a group of teenagers with loud stereos in their cars, therefore two-officer automobile units will be needed to patrol the area and help control the volume of people disrupting the area per call.

THE INDUSTRIAL PARK

The industrial park is in need of both automobile and aircraft patrolling methods; with automobiles to follow the commonly hijacked tractor trailers, and aircraft to provide support by tracking the routes.

THE DOWNTOWN DISTRICT

The downtown district is known for being at danger of automobiles, therefore patrols will be needed on foot to control the masses by entering establishments to stop the sales of drugs, write tickets to illegally parked cars, and avoid loitering gangs of youth.

THE COLLEGE DISTRICT

The college district could benefit from actively observed police presence, by using bicycle and foot patrol to engage with the community.

THE OFF-CAMPUS DISTRICT

The off-campus district will be using automobiles as the main presence of patrolling, to rapidly arriving to shut down obnoxious parties late at night and maintaining control to ensure the safety of the permanent residents.

THE LAKES REGION

Knowing that the lakes region is only heavily populated during the summer months, observable police presence on horses is needed; to not disturb the wealthy tourists and furthermore give them a positive sight to see.

THE TRANSPORTATION DISTRICT

The transportation district will rely the heaviest on aircraft patrol due to the possibility of a suspect accessing a high-speed plane at the municipal airport, bus, or freight train at any time.

THE NEW DEVELOPMENT DISTRICT

As the new development district is still an undeveloped "desert" property, horse patrols will need to be readily available due to the rugged terrain unable to be easily maneuvered through by automobiles. As the residential houses, parks and small business begin to operate in the area, the method of patrol will change accordingly.



THE RURAL DISTRICT

The rural district will need both automobile and foot patrols to maintain an observable police presence throughout the times when this area is heavily populated, further reducing the risk of valuable targets.

CO-RESPONDERS AND COMMUNITY POLICING PROGRAMS

PURPOSE OF CO-RESPONDERS

The use of co-responders in the police department are non-law enforcement professionals who responds alongside a police officer to the scene of an emergency (IACP and UC Center for Police Research and Policy, 2020). A situation where a person may be experiencing a crisis involving behavioral health will call for a mental health worker to help de-escalate the situation through an enhanced response model or offer appropriate alternatives to arrest (IACP and UC Center for Police Research and Policy, 2020).

A district that may benefit from this type of support is the rural district, frequented by many youths. Not only will this program alleviate pressure of delinquency within the criminal justice system through diversion, but further protect those with mental health disabilities and the overall community (IACP and UC Center for Police Research and Policy, 2020).

COMMUNITY POLICING

It is not enough to only respond to calls for service and provide immediate superficial solutions (Gaines et. al., 2022). Community policing includes the solving of problems or conditions that cause crime and disorder (Gaines et. al.,

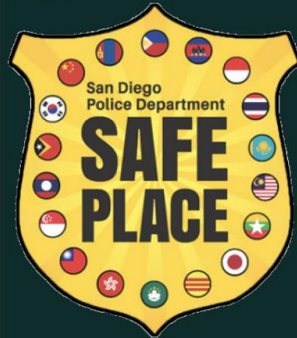
2022). Incapsulated by three primary elements: problem solving, community partnerships, and organizational transformation; community policing can be successful within a community when balanced correctly (Gaines et. al., 2022).

Problem solving consists of using the SARA model, an acronym for the words: scan, analyze, respond & assess (Gaines et. al., 2022). As the officer asks simple questions, it leads to a more clarifying and untraditional response when evaluating the situation. Effective solutions require more comprehensive responses (Gaines et. al., 2022).

THE BUSINESS DISTRICT: AAPI SAFE PLACE PROGRAM

Inspired by the "Asian American and Pacific Islanders (AAPI) Safe Space Program" in San Diego, California; this program will help build relationships and trust with the immigrant and refugee communities to prevent crime and ensure they have the resources they need to report crimes or suspicious activity when they occur (City of San Diego, 2023). Businesses, non-profit organizations, and community leaders are able to place posters and stickers in their outer/public-facing windows to show support (City of San Diego, 2023). Under the suspicion of whether or not

racial bias has impacted the police department's investigative efforts within the Business District, this program will help identify certain establishments as a safe place for victims of hate crimes or harassment to notify police of a crime or suspicious activity.



THE HIGHLANDS: POSITIVE PATROL

Inspired by "Neighborhood Advisory Groups" in Reno, Nevada; this program is composed of citizens in the troubled area who meet with police officials periodically to discuss community problems and concerns (Gaines et. al., 2022). In the Highlands, this program will help control the group of teenagers that are constantly terrorizing the permanent residents of the community and receive police input and back-up when a situation occurs.

THE INDUSTRIAL PARK: NEIGHBORHOOD PATROL PROGRAM

Inspired by the "Positive Interaction Program" in Houston, Texas; this program is aimed at identifying citizens working with the police in community groups to reduce crime and fear (Gaines et. al., 2022). Especially for the commercial businesses in this area, it is important for the owners to stand together and work with the police department to deter crime against them.

THE DOWNTOWN DISTRICT: WALK AWAY FROM NARCOTICS

Inspired by the "Walking Enforcement Campaign Against Narcotics" in San Diego, California; this program consists of a foot patrol unit of officers that navigate through the area to reduce street drug sales (Gaines et. al., 2022). As foot patrol is one of the favored patrolling techniques in this district, the use of this program can help reduce the sales of cocaine of people in the bars.

THE COLLEGE DISTRICT: LGBTQ+ SAFE SPACE PROGRAM

Inspired by the "LGBTQ+ Safe Space Program" in San Diego, California; this program will help communities gain an understanding of what challenges the LGBTQ+ community may face to protect individual rights and treat every person with dignity and respect (City of San Diego, 2023). The police department will undergo training focused on LGBTQ+ diversity by one male, one female, and one transgender persons; on sexual

orientation and gender identity, terminology, LGBTQ+ history, creating an inclusive workplace for LGBTQ+ within Law Enforcement, police responses and investigation to LGBT Domestic Violence or Hate Crimes (City of San Diego, 2023). The difference between sexual orientation and gender identity is emphasized, along with how these two aspects of identity relate to each other and to race, culture, and religion (City of San Diego, 2023). Businesses, non-profit organizations, and community leaders in this area are able to place posters and stickers in their outer/public-facing windows to show support (City of San Diego, 2023). Just as college students are the most insecure and vulnerable population, this program will be very helpful within the College District.



OFF-CAMPUS DISTRICT: OPERATION CLEAN CITY

Inspired by the "Clean City Initiative" in Seattle, Washington; this program works with new and existing programs

to clean up litter and garbage across the city (City of Seattle, 2023). In addition to regular maintenance, Seattle Parks and Recreation (SPR) and other government programs will focus on extensively cleaning parks, neighborhoods, and surrounding streets using pressure washing, grounds maintenance, stairway cleaning, graffiti cleaning, and trash, debris and needle collection (City of Seattle, 2023).

Given that the Off-Campus District is known for the stomping grounds of college students, this program will significantly improve the community. Not only will the program use government resources to clean but enforce consequences onto those with litter left behind. Reaching out to various community service groups and volunteers to beautify the neighborhood will further engage the community to work together and strengthen the cause.

THE LAKES REGION: SEASONAL OFFICER INTERNSHIPS

Inspired by "Internships for Seasonal Officers" in Cape May, New Jersey; this program expands its police force as the population swells 12-fold, by hiring students for different levels of policing which then qualifies as internship credit at their colleges (Elkins, 2019). The duties of a police officer are carried out, ranging from giving citations for disorderly behavior, parking law enforcement, and even the authority to

carry out an arrest (Elkins, 2019). This program idea would benefit not only the highly populated Lakes Region in the summer but provide internship and learning opportunities to the College and Rural Districts. Not only does this support the local police department but creates a relationship within Anytown by connecting residents and resources from other districts to support one another.

THE TRANSPORTATION DISTRICT: ELIMINATE EMISSIONS

Inspired by "The Massachusetts Clean Cities Coalition (MCCC)" in the state of Massachusetts; this program is part of a nationwide partnership sponsored by the U.S. Department of Energy (DOE) Clean Cities Program that aims to reduce petroleum dependence and greenhouse gas emissions (Massachusetts Department of Energy Resources, 2023). The Transportation District consists of a small airport,

public transportation bus line and freight train; in which this program can help reduce the gas emitted in these forms of transportation as much as possible, and to support the development of alternative fuel vehicles as a viable transportation option.

THE RURAL DISTRICT: JUNIOR POLICE CADETS

Inspired by the "Junior Police Cadet Section" in Detroit, Michigan; this program will enlist youths in the city to join a group that emphasizes academic excellence and having members work on community projects throughout the neighborhood (Gaines et. al., 2022). As the Rural District consists of many middle-class families, the public high school, middle school, and elementary school, this program will help reinforce positive behavior of the youth population. Police officers that patrol the area will be seen as role models and help reconnect the community.



TRAFFIC PARTNERSHIPS

Within each district are various traffic problems and concerns that need to be addressed. A partnership with another law enforcement department can be used to support the specific issues found within each district.

THE BUSINESS DISTRICT

There have been no traffic accidents or vehicle complaints in the business district, but traffic enforcement can be upheld through the regulation of flow of traffic. In many cases, warning drivers of potential consequences of their actions will accomplish the desired goal of accident and reckless driving prevention (Gaines et. al., 2022). The goal of officers providing traffic direction and control is to promote public safety and maintain the orderly flow of traffic (Gaines et. al., 2022).

A partnership that I would enforce within this district is an information-sharing partnership, that involves several agencies to develop comprehensive approaches to problems (Gaines et. al., 2022). With a known barrier that witnesses are not coming forward with information, a strategy can include having these officers from another agency serve as a liaison to build trust within the community. Whether it is an officer of a certain race that populated this district or common language, community involvement and recognition with officers is an important connection.

THE HIGHLANDS

The constant loitering of rowdy teenagers in their cars and in the streets calls for the need for stronger traffic enforcement in the Highlands. In many cases, warning drivers of the potential consequences of their actions will accomplish the desired goal of accident prevention and reduced complaints (Gaines et. al., 2022). This enforcement plan will take into consideration the citizen complaints about inappropriate driving and noise complaints. The goal of officers providing traffic direction and control is to promote public safety and maintain the orderly flow of traffic (Gaines et. al., 2022). Regulating the flow of traffic within these neighborhoods includes patrolling the streets for citizens loitering, driving recklessly, and noise maintenance.

This district may benefit from the collaboration between police officers from various agencies in an interagency problem-solving partnership (Gaines et. al., 2022). This partnership involves the inclusion of various agencies affected by a specific problem; it being the loitering teenagers, to come together and solve it.

THE INDUSTRIAL PARK

The Industrial Park has a criminal history of tractor trailer hijackings. The traffic enforcement plan in this district should include higher police presence at the times in which the crimes usually

occur. The goal of officers providing traffic direction and control is to promote public safety and maintain the orderly flow of traffic (Gaines et. al., 2022).

The history of tractor trailer hijackings over time without being caught can be assumed to be done by the same offender multiple times. A partnership that will be beneficial to this district is the fugitive apprehension unit (Gaines et. al., 2022). Partnering with other police departments, probation, and parole officers to arrest suspects that are committing large numbers of crime can further help enforce and reduce the rate at which these hijackings occur (Gaines et. al., 2022).

THE DOWNTOWN DISTRICT

Easily one of the most dangerous districts in Anytown, the Downtown district is known for having many traffic issues. Enforcement of traffic laws is needed to prevent cars from frequently being parked illegally on the street, with actively patrolling and giving fines and parking tickets when necessary. The use of proactive traffic enforcement is designed to reduce the number and severity of accidents, therefore will benefit this district (Gaines et. al., 2022). This particular location is an opportunity to use selective enforcement, offenses being parking illegally, driving under the influence, and hit-and-run injuries that are the most frequent accidents occurring. A higher police presence



enforcing these traffic violations during these vulnerable times will accomplish the desired goal of accident prevention. The partnership that I would include within this district is a specialized enforcement partnership, that focuses on and is best represented by drug task forces (Gaines et. al., 2022). With the growing concern for sales of cocaine, it would be beneficial for patrol units to receive extra support within this problem area with a specialized enforcement partnership.

THE COLLEGE DISTRICT

The college rural district should have traffic control enforced, due to the high volume of population leading to a higher risk of traffic in the area. Regulating the flow of traffic at and around the school should be the utmost priority. The goal of officers providing traffic direction and control is to promote public safety and maintain the orderly flow of traffic (Gaines et. al., 2022). Increasing police presence within these high-risk locations during designated times, regulating traffic flow and enforcing traffic laws will help improve the safety of the community.

This district may benefit from the collaboration between police officers and social service agencies, including the support of mental health advocates. Troubled college students should be encouraged to seek out support from professionals, rather than turning to alcohol or drugs as a remedy.

THE OFF-CAMPUS DISTRICT

Some of the main traffic complaints in the Off-campus district include speeding cars and parking problems. Proactive and selective enforcement should be applied to this area during active nights. Enforcement to dispatch police officers to engage in these types of traffic patrol will lead to higher citations of vehicles that are in violation as result of the problem behaviors, possibly taking offenders driving under the influence into custody, and reduce the number and severity of accidents (Gaines et. al., 2022). Addressing these traffic issues will benefit this district, by reducing the risk of automobile accidents and resident complaints.

A problem seen throughout the off-campus district is speeding cars, parking problems, and possibly even driving under the influence (DUI). Strategies to combat this issue are to increase the enforcement of seat belt laws, open container laws prohibiting the consumption of alcoholic beverages, and strictly managing the probability of a person who is DUI (Gaines et. al., 2022). A partnership with other police departments to identify this hot spot

with mapping depending on the time of the location will serve as a beneficial department enforcement.

THE LAKES REGION

Throughout the year, there are no observable traffic concerns in this district. During the busy months in the summer, traffic enforcement around the businesses will be present with police officers. The goal of officers providing traffic direction and control is to promote public safety and maintain the orderly flow of traffic (Gaines et. al., 2022).

THE TRANSPORTATION DISTRICT

The only concerns within this district are regulating the flow of traffic and possible accident investigations with the interstate highway, small municipal airport, public transportation bus line, and freight train line activities. The goal of officers providing traffic direction and control is to promote public safety and maintain the orderly flow of traffic (Gaines et. al., 2022). The interstate highway will enforce traffic laws and investigate accidents by devising and implementing enforcement plans based on accident-causing violations, in an effort to reduce the number and severity of accidents occurring at the given location (Gaines et. al., 2022).

The partnership that I would include within this district is a specialized enforcement partnership, that focuses on and is best represented by drug task forces (Gaines et. al., 2022). With the

constant travel and mobility within this district, it would be beneficial for patrol units to receive extra support within this area to regulate the amount of drugs entering and leaving Anytown.

THE NEW DEVELOPMENT DISTRICT

There are no observable traffic concerns in this district for the time being while in the state that it is currently in. Once the development is finished with residential houses, parks, and small businesses, then a traffic enforcement plan will be created to support the needs of the community.

THE RURAL DISTRICT

The rural district should have traffic control enforced, due to the high volume of population leading to a higher risk of traffic in the area. Regulating the flow of traffic in school zones and

neighborhoods should be the utmost priority. The goal of officers providing traffic direction and control is to promote public safety and maintain the orderly flow of traffic (Gaines et. al., 2022). Increasing the police presence within these high-risk locations during designated times, regulating traffic flow and enforcing traffic laws will help improve the safety of the community.

A partnership that I would enforce within this district would be a school-police partnership that works to reduce truancy (Gaines et. al., 2022). The police and school administrators meet with the students who have been truant and their parents (Gaines et. al., 2022). Parents are explained that it is their responsibility to make sure their child attends school and can even be cited or arrested if their child is truant (Gaines et. al., 2022).



POLICING THE DRUG PROBLEM

THE BUSINESS DISTRICT, THE HIGHLANDS, THE INDUSTRIAL PARK, THE LAKES REGION AND THE RURAL DISTRICT

In all of these districts, prevention of all types of drugs should be the main priority. Many of these districts are populated with businesses, neighborhoods, and students of all ages. This district may benefit from the collaboration between police officers and social service agencies, including the support of mental health advocates and D.A.R.E. programs. Troubled adults and students should be encouraged to seek out support from professionals, rather than turning to drugs and other substances as a remedy. The D.A.R.E. (Drug Abuse Resistance Education) program, is a drug prevention curriculum that is taught in schools throughout America and can be effective in educating school-aged children about the dangers of drugs and other substances.

THE DOWNTOWN DISTRICT

The most common street drug reported within this district is cocaine. The effort that would be most effective within this district is enforcement and treatment. The partnership that I would include within this district is a specialized enforcement partnership, that focuses on and is best represented by drug task forces (Gaines et. al., 2022). With the

growing concern for sales of cocaine, it would be beneficial for patrol units to receive extra support within this problem area with a specialized enforcement partnership. This strategy helps enforcement to stop the sales of cocaine, as well as provides support to treat those who are in need.

THE COLLEGE DISTRICT AND THE OFF-CAMPUS DISTRICT

With drugs and alcohol being prevalent within these younger adult aged districts, it is important to increase prevention and enforcement. This district may benefit from the collaboration between police officers and social service agencies, including the support of mental health advocates. Troubled college students should be encouraged to seek out support from professionals, rather than turning to alcohol or drugs as a remedy.

THE TRANSPORTATION DISTRICT

With the constant travel and mobility within this district, the enforcement and regulation of drugs within this district is crucial. The partnership that I would include within this district is a specialized enforcement partnership, that focuses on and is best represented by drug task forces (Gaines et. al., 2022). It would be beneficial for patrol units to receive extra support within this area to regulate the number of drugs entering and leaving Anytown.

THE USE OF NARCAN

Narcan, scientifically known as Naloxone, is an opioid antagonist, meaning that it reverses the symptoms of an overdose, restoring breathing and blocking the effects of opioids on the body (Kladzyk, 2022). Narcan can be administered with the click of a button and has no effect on someone who doesn't have opioids in their system (Kladzyk, 2022).

It is important for the police department to have this life-saving medicine kit in their inventory. As one of the first responders to an emergency, administering this opioid as fast as possible is vital for somebody experiencing an overdose. Every minute counts, and the time that the police spend waiting at the scene of an overdose until an ambulance arrives can be a matter of life or death (Kladzyk, 2022).



Within the Downtown District, where there is a prominent use of cocaine among the bars, the police responders will be equipped with Narcan. Despite the efforts made to reduce the amount of drug use within this district, it is important to take precautions and be prepared for the worst possible scenario.

THE NEED OF AN AUTOMATED EXTERNAL DEFIBRILLATOR (AED)

The police department is sworn to protect and serve the community from external threats. Their duties extend to providing first aid or emergency medical support when necessary, acting upon the responsibilities of a first responder (AMG, 2019).

An automated external defibrillator (AED) is required to be in every police cruiser within the Anytown Police Department. This device provides life-saving CPR to restore a regular heart rhythm when somebody is suffering from sudden cardiac arrest (AMG, 2019). For each minute defibrillation to the heart is delayed, the odds of survival are significantly reduced (AMG, 2019).

This device can be stored within all police cars to be driven throughout all districts of Anytown. It is vital for officers to be trained in CPR and AED classes in order to use this device efficiently.

MODERN TECHNOLOGY

It is important for modern technology to be used throughout the Anytown Police Department to maintain and enhance the safety of the citizens throughout each district. Various types of new technology will be implemented throughout each district, providing the best possible support for the main concerns of each area. These modernized solutions will benefit the organizational factors of the police department to further serve the communities and overall city of Anytown.

AUTOMATIC LICENSE PLATE RECOGNITION (ALPR)

A type of technology that will be implemented within the Anytown Police Department is Automatic License Plate Recognition (ALPR). This latest technology was developed after being used by toll collectors to automatically scan and collect the registration numbers and letters on an automobile's license plate to charge a fee (Fritsvold, 2023).

This technology can be used by the police for a variety of law enforcement purposes such as identifying stolen cars, catching up with people who have active warrants, and monitoring "Amber Alerts" more effectively (Fritsvold, 2023). This valuable technology will be implemented throughout the Business District, Highlands, Downtown, Off-

Campus District, Transportation District, and Rural District; where many vehicles are constantly traveling through. With ALPR closely monitored throughout these highly populated locations, the police department will be able to further maintain safety and track the movement of suspicious activity.

UPDATED POLICE CRUISERS

Enhancing the police cruisers to be equipped with Wi-Fi will enable better communication systems and surveillance capabilities throughout the city. The officers receive the benefit of instant access to vital information, such as calls from dispatch, case history information, and the latest GPS navigation (Fritsvold, 2023).



These updated police cruisers will replace all department issued police vehicles throughout all districts in the city of Anytown. With these added benefits of an updated police cruiser, the police department will be able to further maintain the safety of all throughout the city.

VIRTUAL REALITY TRAINING

In addition to the textbook education and in-person training required to become a police officer, a modern version of training will be enforced throughout the Anytown Police Department. Virtual Reality (VR) training for law enforcement provides a safe, immersive experience that simulates real-life behavior and scenarios (Fritsvold, 2023). Whether

the simulations involve responding to an armed robbery, a child-abduction, or earthquake evacuation, these training modules will allow officers to experience and gain response skills in the event of the module occurring on the job. Providing officers with interactive training through VR will further enhance their ability to respond appropriately to situations across the city, therefore maintaining the safety of the citizens.

POLICING THE POLICE - PREVENTING RACIAL BIASES

There is some concern that racial biases enter the disciplinary process when minorities are treated more harshly than white officers (Gaines et. al., 2022). To ensure that the police are not engaging in racial profiling when policing the drug problem is to clearly establish the rules and regulations, as well as consequences that will follow when broken. It is important for officers to keep the community safe, as well as feel safe and protected.

INTERNAL AFFAIRS BUREAU

An agency that Anytown will be working closely with is the Internal Affairs Bureau (IAB) will review allegations of police misconduct and can recommend disciplinary action (Gaines et. al., 2022).

DIVERSITY WITHIN RECRUITMENT

Diversity through the different races, cultures and genders is important to promote throughout Anytown. Diversity throughout the department has many benefits, including making the department more sensitive in dealing with minority problems, diversity tends to reflect a more positive image in many quarters of a community and the diverse integration ultimately results in more minority input and police policy formulation, which results in better police service to minority communities (Gaines, et. al., 2022). The department selection process will be entirely dependent on one's skill and ability to properly do the job, without factoring in one's race, culture, or gender. Diversity will be promoted with the chosen applicants and current officers serving the community and districts that are in need.

RECRUITMENT AND HIRING

Police recruitment is important when an area goes through expansion, with a need for some security and safety measures to match. Recruitment is a key component in the hiring process and expanding efforts and resources is necessary to ensure that an adequate number of human resources are available for the selection process (Gaines, et. al., 2022). Police department recruiters from Anytown will need to travel to other large city police departments to advertise and attract applicants.

THE SELECTION PROCESS

The selection process for the police department in Anytown will be determined primarily through the required qualifications of the applicant. The selection process is composed of several steps that include a written test, physical agility test, polygraph test, background investigation, medical examination, psychological evaluation, and oral interview board (Gaines, et. al., 2022). The most important tests that these applicants will need to score well on are the written test, physical agility test, background investigation, and psychological evaluation. Meeting these desired requirements is crucial for the job as a police officer, and hiring the most qualified applicants is at utmost priority.

THE WRITTEN TEST

The written test includes a series of questions that test arithmetic, reading comprehension, grammar, and report writing that are crucial cognitive skills to the performance of police work (Gaines, et. al., 2022).

THE PHYSICAL AGILITY TEST

The physical agility test is based on the job requirements and scored based on the capabilities of job/task completion for the desired field of policing (Gaines, et. al., 2022).

THE BACKGROUND INVESTIGATION

The background investigation will not be in the hands of the applicants, but the recommendations, references, and overall perspective of the lifestyle they display within the community (Gaines, et. al., 2022).

THE PSYCHOLOGICAL EVALUATION

The psychological evaluation is a screening to predict future behavior, reactions, personality, emotional stability, paranoid tendencies, and possible presence of mental illness (Gaines, et. al., 2022).

THE POLICE USE OF FORCE

The Supreme Court ruled that police use of force must be objectively reasonable or necessary to conduct an arrest or subdue a suspect (Gaines et. al., 2022). Within these cases, the police will always get the advantage, where they are able to use the same level of force at hand with one step above to ensure their personal safety, and the safety of others (Gaines et. al., 2022). An officer is expected to use the amount of force that will minimize the likelihood of injury to the officer and the suspect (Gaines et. al., 2022).

USE OF FORCE CONTINUUM

1. Compliant --> Cooperative Control
2. Passive Resistant --> Contact
3. Active Resistant --> Compliance Technique
4. Assaultive --> Defensive Tactics
5. Serious Harm --> Deadly Force

The stages of force are not always followed in the order they are presented. For example, an officer who encounters a suspect with a gun, would immediately go to the stage that matches the danger they are in, with the ability to go another step above to maintain control (Gaines et. al., 2022). As a situation escalates, it is the officer's discretion to respond appropriately.

COMPLIANT

--> COOPERATIVE CONTROL

This situation is the least dangerous, where most suspects become subdued or cooperative in the presence of an officer and are able to recognize a police officer's authority (Gaines et. al., 2022). The level of force within a situation where a suspect or offender is being compliant or cooperative should be verbal commands and clarification, and not result in physical force.

PASSIVE RESISTANT

--> CONTACT

Within a situation where a suspect or offender is not complying to the verbal commands of a police officer, physical contact is required. This can be seen when an officer physically grabs a suspect in an attempt to control them (Gaines et. al., 2022). Often used to prevent a situation from escalating, this step puts the resisting suspect and officer at a higher probability of harm (Gaines et. al., 2022).

ACTIVE RESISTANT

--> COMPLIANCE TECHNIQUE

If the attempted physical approach fails to adequately subdue a suspect, the officer may resort to other sources of control such as pepper spray, baton, or taser (Gaines et. al., 2022). These weapons are to only be used by the

officer, and only provide temporary destabilization and injury of the suspect in order to subdue them and deescalate the situation.



ASSAULTIVE

--> DEFENSIVE TACTICS

When a physical fight breaks out toward an officer, they have reached the step where defensive tactics are vital. Such defensive tactics include the use of their non-deadly weapons (pepper spray, baton, or taser), as well as pushing or hitting (Gaines et. al., 2022).

SERIOUS HARM

--> DEADLY FORCE

If the officer is unable to overcome the suspect with physical means, the officer can threaten to use deadly force by unholstering their firearm (Gaines et. al., 2022). It is hoped that this action will cause the suspect to conform to the officer's orders out of fear of greater harm (Gaines et. al., 2022). Deadly force can only be used in instances where the officer believes there is a threat of great bodily harm to the officer or to another person (Gaines et. al., 2022).

EXCESSIVE USE OF FORCE

Excessive use of force is defined as "the use of any more force than a highly skilled police officer should find necessary to use in that particular situation" (Gaines et. al., 2022). A problem arises when the police use unnecessary, abusive force or excessive force (Gaines et. al., 2022). There are three criteria that are used to determine whether or not force is excessive:

1. Criminal Law
2. Civil Liability
3. Fear of Scandal

Criminal law states that an officer's use of force shall not constitute a crime (Gaines et. al., 2022). Civil liability related to the idea that an officer's use of force shall not cause injury to an individual to the point that the courts would award payment (Gaines et. al., 2022). Fear of scandal is representative of the police department as a whole, where the officer's actions would result in an embarrassment to the department (Gaines et. al., 2022).

EXTRALEGAL FORCE AND UNNECESSARY FORCE

Extralegal force, also known as brutality, occurs when officers willfully and wrongfully use force that exceeds the boundaries of their authority (Gaines et. al., 2022). Unnecessary force is used by well-intentioned officers who are unable to handle a situation and resort to force too quickly or needlessly (Gaines et. al., 2022).

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