To the Graduate Council:

I am submitting herewith a thesis written by Douglas Lee Radley entitled "Planning Criteria for the Location of Police Stations." I recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science in Planning.

Judith Stoloff

Mrs. Judith Stoloff
Major Professor

We have read this thesis and recommend its acceptance:

George O. Bowen

Walter L. Shaw

Accepted for the Council:

Hilton A. Smith

Vice Chancellor
Graduate Studies and Research

Thesis
75
.R
Rap.

PLANNING CRITERIA FOR THE LOCATION OF POLICE STATIONS

A Thesis

Presented for the

Master of Science in Planning

Degree

The University of Tennessee

Douglas Lee Radley

December 1975

1266531

ACKNOWLEDGMENTS

The writer wishes to express sincere thanks to his advisor, Mrs. Judith Stoloff, for her helpful criticisms, for her inspiration in times of depression, and for stimulation in times of laziness.

A special thanks goes to Sheryl, my wife, who helped me by copying all my drafts, who was patient when I was frustrated, and who gave me constant encouragement.

The writer also wishes to thank Officer Joseph Anderson of the Metropolitan Nashville Police Department who helped in the research for this thesis.

ABSTRACT

The purpose of this investigation was to develop some planning criteria to aid decision makers in locating police stations. This research was predicated on the fact that little knowledge existed on this subject. Inquiries made of people believed to be knowledgeable in the field failed to produce useful information. A literature search revealed only five documents that dealt with this subject.

A study of five public facilities (fire stations, hospitals, schools, libraries, and civic centers) was undertaken to discover whether criteria useful in their location was also applicable to police station location. After careful consideration, a final list of criteria was developed including untested criteria obtained through the literature search on police stations and the other public facilities mentioned.

These criteria were tested for their applicability to police station location through a survey of police officials in the 100 United States cities with a population between 110,000 and 350,000. Fifty-four of the police officials completed and returned the questionnaires.

The survey demonstrated that the criteria used to locate the other public facilities investigated, as well as those criteria suggested for planning police facilities, were

applicable to police station location. The ranking of the criteria which resulted from the survey has enabled the development of a model for facility location. This model can be used to evaluate alternative sites for a police station location.

Further research needs to be conducted. A case study should be undertaken of an existing police station exemplifying the ideal location proposed in this research to determine whether it offers the community better police service than one located using other considerations.

TABLE OF CONTENTS

CHAPTER	PAGE
INTRODUCTION	1
The Problem	1
Definitions	2
I. REVIEW OF THE LITERATURE ON POLICE ORGANIZATION AND FACILITY PLANNING	4
History of the British-American Police	4
British police	4
American police	7
Organization of a Modern Police Department	11
Mission	12
Organization	13
Patrol	17
Traffic	17
Detectives	18
Juvenile	19
Vice	20
Intelligence and organized crime	20
Inspections	21
Internal investigation	22
Records and communications	22
Laboratory	24
Temporary detention	24

CHAPTER PAGE

The Office of the Chief of Police 25

Location Criteria Influenced by Organization . 26

Styles of Police Behavior 27

Watchman style 28

Legalistic style 29

Service style 31

Location Criteria Influenced by the Style of Behavior 33

Some Planning Criteria for Locating Police Stations 33

II. ANALYSIS OF LOCATION CRITERIA FOR PUBLIC FACILITIES 39

Functional Descriptions of Public Facilities . 39

General Location Criteria 44

Central location 45

Accessibility 46

Site large enough to accommodate present and future needs 48

Adequate space for off-street parking facilities 49

Availability of utilities 50

Cost 51

Conflicts and Priorities Between the Criteria . 52

Relevance of Criteria to Police Station Location 54

III. METHODOLOGY 59

Cities Selected for the Survey 60

In-Depth Interviews 61

CHAPTER PAGE

The Questionnaire 62

Mail-Out of Questionnaire 64

Statistical Analysis 65

Methodological Problems 66

IV. ANALYSIS OF QUESTIONNAIRE 68

Report of Results of the Questionnaire 69

Criteria as they relate to a central facility 69

Large enough site 69

Off-street parking 71

Accessibility 71

Consistency with comprehensive plan 71

Availability of needed utilities 72

Location near local government facilities . 72

Location on city owned land 73

Location on a major road and a corner lot . 73

Cost 74

Location on donated or urban renewal land . 75

Wishes of political leaders 75

Location near high crime area 76

Criteria as they relate to a precinct or substation 76

Criteria added by respondents 79

Present type of facility 81

Type of facility desired 82

CHAPTER PAGE

Possible changes in organization 89

Possible technological changes 92

Other general comments 94

Number of officers on police force 96

Identity of respondent 99

Analysis of What These Criteria Mean as Applied to Police Station Location 100

Ideal location for a central facility . . . 100

Ideal location for a precinct or substation 101

Conflicts between criteria 104

V. CONCLUSIONS AND RECOMMENDATIONS 107

Conclusions 107

Recommendations 112

BIBLIOGRAPHY 114

APPENDIXES 119

Appendix A 120

Appendix B 123

Appendix C 129

Appendix D 130

Appendix E 134

VITA 135

LIST OF TABLES

TABLE		PAGE
1.	Ratings of Criteria as They Apply to a Central Police Station	70
2.	Ratings of Criteria as They Apply to a Precinct or Substation	77
3.	Cities Which Have One Central Police Facility	83
4.	Cities Which Have Either Precincts or Substations	83
5.	Cities Which Have Buildings in Addition to Their Central Facility Which Are Not Precincts or Substations	84
6.	The Alternatives Desired by Police Officials .	86
7.	List of Cities and Alternatives Chosen by Their Police Officials	88
8.	List of Cities Whose Police Officials Have a Central Facility and Desire One	90
9.	List of Police Officials Who Have a Central Facility But Do Not Desire One Along With The Alternative They Selected	90
10.	List of Police Officials Who Do Not Have a Central Facility But Desire One	91
11.	List of Cities Including the Number of Policemen Per Police Department	97
12.	Cities Surveyed	120

INTRODUCTION

One of the most important public services provided by local government is police protection. Its importance is based on the fact that the continued existence of the city in its present form is dependent upon the maintenance of order. One of the basic psychological needs of every individual is security. Collectively, our society is dependent upon a secure and ordered existence—the mission of the police is to attempt to satisfy this need. Over the one-hundred-and fifty-year period preceding this study, urban police departments had been developed in the United States. During this period, police departments became increasingly more sophisticated with more professional personnel.

I. THE PROBLEM

The purpose of this thesis was to develop planning criteria which might aid decision-makers in choosing a proper location for a police station. The literature search failed to yield any documents that dealt adequately with this subject. In the book, Principles and Practice of Urban Planning, Frank So states, "Unfortunately there is a dearth of literature on the subject of police station planning. . . ."[1] Mr. So lists

---

[1]William I. Goodman and Eric C. Freund, Principles and Practice of Urban Planning (Washington D.C.: International City Managers Association, 1963), p. 227.

only two sources on the subject, both of which are dated in the 1950's.

The scope of this thesis is limited to the development of general location criteria. The task of developing criteria which are site specific is of sufficient proportions to warrant a separate study. The locational criteria developed in this thesis are primarily directed to urban police organizations rather than county, state, or federal police organizations.

It is hoped that the information provided through this research will provide a starting point for planners and decision makers in their search for criteria useful in evaluating alternative police station locations.

II. DEFINITIONS

Central police facility. One or more buildings, usually located in the downtown area, which contain most police functions.

Precinct or substation. One or more buildings on one or more sites which offer varying levels of police services depending upon the extent to which the police department is decentralized. Precinct boundaries are smaller than the jurisdictional limits of the city. The authority of the precinct commander is subordinate to the chief of police.

General locational criteria. Those criteria which could be applied to any site such as size, accessibility, cost, and so forth.

Site specific locational criteria. Those criteria which are limited to a specific site such as topography, orientation of structure(s), visibility, symbolic nature of the structure design, and so forth.

CHAPTER I

REVIEW OF THE LITERATURE ON POLICE ORGANIZATION AND FACILITY PLANNING

Before worthwhile planning criteria for the location of police stations can be developed, it is necessary that decision makers have a good understanding of what a police organization is and the methods it uses to accomplish its mission. Chapter I gives this background by detailing a short history of the British-American police; by relating how a modern police organization operates; by describing the various roles that a police department can assume; and by giving some general criteria for the location of police stations.

I. HISTORY OF THE BRITISH-AMERICAN POLICE

British Police

The development of the modern American police department was influenced by many of the police departments in Europe and other parts of the world. However, the British police were the most dominant in shaping the American police organization. The reason for this is that America had its beginning as a colony of Great Britain. As America grew, the customs and traditions of the British people were carried from the east coast to the west coast where they became ingrained in the lifestyles of all of the people. Therefore,

the major concern of this history section is describing the British influence on American police organizations. However, it would be beyond the scope of this thesis to go into lengthy historical detail and only the major events are recounted here.

There was no nationally organized police force in England until 1829. Before this time, the law was enforced by a representative of the Crown called the shire reeve. During Anglo-Saxon times, England was divided into fifty-two counties or shires. Each of these shires had a reeve, or judge, appointed by the king to maintain law and order and to judge cases in the king's name. Over the years, the title has been shortened to sheriff. To help him in his job, the shire reeve hired assistants who were called constables. When municipal police forces were formed, they called their policemen constables.[1]

One event occurred in the later part of the eighteenth century that drastically changed the lifestyles of the English people. The Industrial Revolution caused many people to leave their farms and come to the cities to seek their fortunes. The coexistence of poverty and unemployment in the

---

[1]Samuel G. Chapman and Colonel T. Eric St. Johnston, The Police Heritage in England and America (East Lansing, Michigan: Institute for Community Development and Services, Continuing Education Service, Michigan State University, 1962), p. 11.

in the cities caused a rising crime rate. Cities all over England petitioned Parliament for help. Between 1780 and 1820 five Parliamentary Commissions of inquiry met in London to determine what should be done about the public order. It was not until Sir Robert Peel was appointed Home Secretary that a constructive proposal was brought before Parliament. Sir Robert stated that each community should be responsible for providing its own law and order. He proposed that a body of civilians be appointed and paid by the community as police officers. This principle was adopted by Parliament, and, consequently, the Metropolitan Police Force of London was organized in 1829.[2]

The Metropolitan Police wore uniforms so they could be identified by the public. These uniforms consisted of top hats and three-quarter-length royal blue coats with white pants. The police were armed with only a truncheon—to the time of this study, the only weapon carried by an English policeman was a truncheon.[3]

The fundamentals that guided Peel in the creation of his force in 1829 are known as Peel's Principles. They have strongly influenced the policies of police departments up to the time this study was made. While this thesis does not

---

[2]Ibid., p. 14.

[3]Ibid.

make a judgment of the relevance of these principles to the issues that the police face, they are noted here because of their continued influence. The principles are as follows:

> (1) the police must be stable, efficient, and militarily organized under government control; (2) the absence of crime will best prove the efficiency of the police; (3) crime news must be widely distributed; (4) territorial distribution of the force by hours and shifts must be accomplished; (5) no quality is more indispensable to an officer than perfect command of temper; a quiet determined manner has more effect than violent action; (6) good appearance commands respect; (7) proper securing and training of personnel lies at the root of police efficiency; (8) public safety requires that every policeman be given a number; (9) police headquarters should be centrally located and easily accessible to all people; (10) policemen should be appointed on the probation basis; (11) police records are necessary for the correct distribution of police strength; and (12) the best way to select men is to "size them up" and find out what their neighbors think of them.[4]

American Police

When America was first settled by the British in the early 1600's, the settlers used the familiar offices of sheriff and constable for their policemen. The settlers of Virginia and other southern colonies were primarily farmers and saw no need for developing city governments. They thought only in terms of county government and established the office of sheriff as their chief law

---

[4]Raymond E. Clift, A Guide to Modern Police Thinking (Cincinnati: The W. H. Anderson Company, 1956), p. 10.

enforcement officer. The New England colonies, on the other hand, were comprised primarily of settlers from established cities. These people were mainly shop owners and skilled craftsmen whose lifestyle was adapted to living in large cities. Consequently, they established many towns in New England between the 1600's and 1700's. Because he was the most familiar officer to them, the New England settlers chose the constable as their chief law enforcement officer. This division of police authority worked well at first, until the middle and western regions of the country began to be settled and Southerners and New Englanders started moving west together. They found that this division would not work because there were many towns throughout the Northwest territory where sheriffs and constables were exercising similar authority in the same jurisdiction.[5]

Most of the state constitutions rectified this division by appointing the sheriff chief law enforcement officer in the county, which of necessity included all of the cities in the county.[6] In practice, the sheriff operated freely in the unincorporated portions of the county and worked in close coordination with the municipal police in the incorporated areas.[7] Those states which did not make the sheriff the chief law enforcement officer gave this

---

[5]Ibid., p. 11.

[6]Ibid.

[7]Chapman, p. 35.

responsibility to either the county coroner or county prosecuting attorney. However, these states established a sheriff's office in each county to carry out traditional criminal and civil duties.[8]

The pioneers were skeptical of giving too much authority to any one man. In order to keep close control over the sheriff, the office was made an elective one and then only for short terms. This practice served to control the sheriff, but it also did much to nullify him as a true law enforcement officer.[9] The sheriff and the constable continued to be the primary law enforcement officers in the United States until the larger cities began to develop police forces of their own in the mid-1800's.

The development of a municipal police force was slow in coming in the United States due to its predominately rural character. During the 1600's and 1700's the only police protection provided in cities was the night watch. These men were hired by the city to patrol the streets to guard businesses against thievery and to keep the peace. As the populations of cities increased, it became apparent to local officials that this system of part-time policing was ineffective. The night watch was not able to handle the increase in crime. By the beginning of the 1800's, New York City hired an

---

[8]Ibid.

[9]Clift, p. 11.

assortment of watchmen, fire marshals, and bell ringers to patrol the city during the day. They also hired men to patrol the streets at night. This type of policing lasted in New York until 1844.[10]

The State Legislature of New York established the first modern municipal police force in America in New York City in 1844. The police force was patterned after the Metropolitan Police of London because some of the state legislators who framed the enabling legislation were impressed with Sir Robert Peel's police organization when they visited England in 1833. The New York Police Force was organized into two basic shifts (day and night) and performed a variety of duties under the supervision of police captains. Other American cities soon established police forces of their own patterned after the ones in New York and London. Some of these cities are Chicago (1851); Cincinnati and New Orleans (1852); Philadelphia and Boston (1854); and Newark and Baltimore (1857).[11]

The growth rate of cities was tremendous after the turn of the century with the United States evolving from a predominately rural country to an urban one. Along with this, the nature and complexity of crime changed significantly.

---

[10]Chapman, p. 33.

[11]Ibid., p. 34.

The citizen policeman of the early years in American history was not very well trained and his task was to combat simple, ordinary crime. His job consisted primarily of settling disputes and keeping the peace.

Compared to his predecessor, the modern policeman of the 1970's was a highly trained professional. The invention of the automobile and two-way radio gave him added mobility. In many places mounted and foot patrols were a thing of the past. Police combatted not only ordinary crime but also such variations as white collar crime, organized crime, and computer crime. Although he retained some of the autonomy of his predecessors who walked the beat, the modern policeman usually operated as a part of an organized team of professionals. As the nature of crime became more complex, the police developed specialized units to deal with the various types of crime.

II. ORGANIZATION OF A MODERN POLICE DEPARTMENT

The organizational structure of a middle-size city police department is presented in this section. In addition, an explanation of the duties and responsibilities of those functions which are unique to police organizations is provided to give a better understanding of what a police organization is and how it operates.

In its broadest sense, the mission of any police department reflects the goals of the community it serves.

The organizational structure of a police department is based on the way police officials interpret these goals. This interpretation causes differences in police departments, but there are enough similarities in police operations to present a list of activities which can be construed as the basic police mission.

Mission

Succinctly stated, the police mission is the maintenance of social order within ethical and constitutional limits. A current definition of the police mission is as follows:

1. Prevention of criminality. This activity seeks to reduce the causes of crime.

2. Repression of crime. This activity is concerned with eliminating or reducing hazards as the principal means for reducing the opportunities for criminal actions.

3. Apprehension of offenders. This activity stresses quick apprehension as a means to discourage the would-be offender.

4. Recovery of property. This activity tries to reduce the cost of crime as well as to restrain those who might benefit from the gains of crime.

5. Regulation of noncriminal conduct. This activity focuses on things only incidentally concerned with criminal behavior, such as the enforcement of traffic and sanitary code provisions.

6. Performance of miscellaneous services. This activity includes such things as the operation of detention facilities, search and rescue operations, licensing, supervising elections, staffing courts with administrative and security personnel, and even such extraneous things as chauffeuring officials.

These six functions are generally accepted as the police mission. However, the methods used to put them into practice are greatly influenced by police administrators and political leaders in various communities across the United States.[12]

Organization

The organization of every police department must conform to the goals and objectives of the community it serves. Because the basic nature of police work is similar, generalizations can be made on how they are organized.

The components of a police agency that deal directly with achieving the agency's goals are called line activities and are sometimes placed in the category of operations. The primary line element of all departments is the patrol force. These forces provide routine patrol, conduct premise inspections, make arrests, and in many ways help to secure the community. It is the backbone of the police department.

---

[12]George D. Eastman and Esther M. Eastman, eds., Municipal Police Administration (Washington, D.C.: International City Managers Association, 1969), p. 3.

Examples of secondary line components are: traffic, vice, juvenile, and detectives.[13]

The functions which a police department must perform that are not supportive of its role and are not truly police tasks are called nonline functions. They can be divided into staff and auxiliary services. Staff services include all staff developmental functions. They are essentially oriented to people and management and include such matters of recruitment, selection, training, promotion, planning and research, community relations and public information services, budget development and control, and inspection services.[14]

Auxiliary services are nonline functions other than staff services. They provide technical, special, and other supportive and facilitative services for the administrative section and for line and other nonline elements of a department. They include such services as records and identification, communications, detention, property and evidence, and crime laboratory service.[15]

The allocation of the people who comprise these police functions depend on many factors. The organization itself must be flexible enough to adapt to the changing needs of the community. For example, if the community's most serious

---

[13] Ibid., p. 18

[14] Ibid.

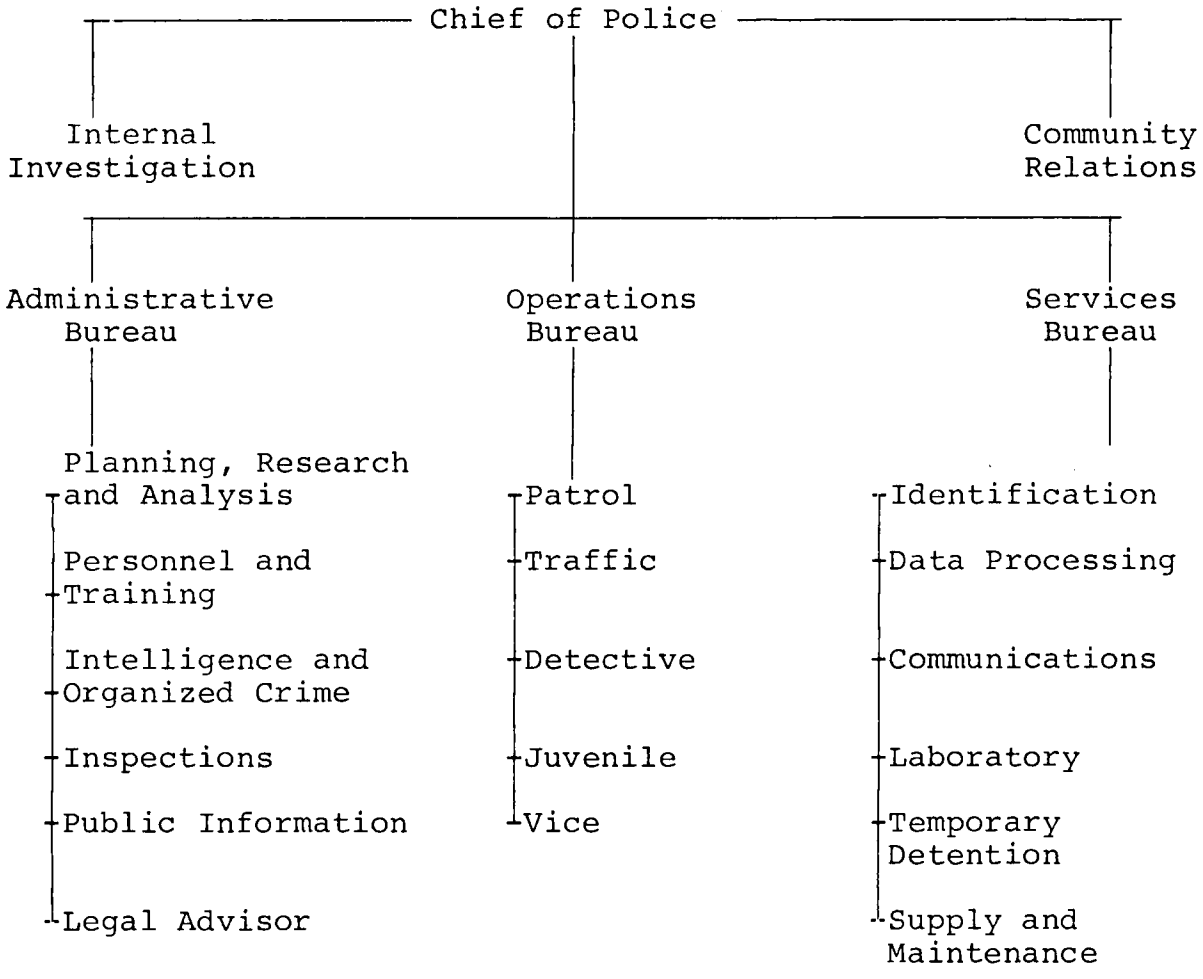
[15] Ibid.

problem is in traffic law enforcement, the department's major emphasis should be placed in its traffic section. The maintenance of a balanced workload is necessary to ensure that all personnel are used to their fullest capacity. This means that the organization will have to allow for shifting of personnel between units as the needs of the department dictate.

The Task Force Report of the President's Commission on Law Enforcement and the Administration of Justice presents a chart, that in the commissioners' opinions, is an example of a well organized police department. Figure 1 displays this chart. Several of these functions such as: community relations; planning, research, and analysis; personnel; training; public information; supply and maintenance; and the legal advisor are functions common to any organization and will not be discussed here. The other functions on the chart are unique to police organizations and they are discussed to give the planner a better understanding of the operation of a modern police force.[16] Those police functions listed under the operations bureau will be discussed first; the functions listed under the administrative bureau will be discussed second; and the functions listed under the services bureau will be discussed last.

---

[16]The President's Commission on Law Enforcement and Administration of Justice, Task Force Report: The Police (Washington D.C.: U. S. Government Printing Office, 1967), p. 47.



Source: The President's Commission on Law Enforcement and Administration of Justice, Task Force Report: The Police, (Washington D.C.: U. S. Government Printing Office, 1967), p. 47.

Figure 1. POLICE DEPARTMENT ORGANIZATIONAL CHART

Patrol. The patrol force is the largest single element of a police department. In large departments approximately half of the sworn officers are on patrol duty while in small departments the patrol forces are, in effect, the department. Patrol is the major action section of the police department and is responsible for helping to accomplish the mission of the organization. The major activities of the patrol force are: (1) patrol and observation; (2) supervision of public gatherings; (3) provision of miscellaneous field services; (4) response to calls; (5) investigation; (6) collection and preservation of evidence; (7) arrest of offenders; (8) preparation of reports; and (9) the presentation of testimony. The more effective the patrol section is in accomplishing its duties, the less extreme the pressure on the other more specialized operating units. Because the patrol force cannot be 100 percent effective in combating crime, other operating divisions are necessary to the extent that the patrol force fails to prevent crime and apprehend criminals.[17]

Traffic. The traffic section of most police departments is relatively new and many were initiated by prodding from the federal government through the passage of several national

---

[17]Eastman and Eastman, p. 78.

highway safety acts. City police departments can receive up to 50 percent in matching federal funds for initiating highway safety programs. The traffic section of many police departments is part of the highway safety program required of the states before they could receive federal money.[18]

Some of the activities performed by a traffic section are: (1) investigating accidents, protecting property of and assisting persons involved in accidents, transporting injured, and assisting owners in obtaining towing service, (2) directing traffic, controlling parking, providing escorts, and impounding abandoned vehicles, (3) providing law enforcement action relating to operating and parking vehicles, and driver license and vehicle registration requirements, (4) arresting and transporting prisoners, and (5) patrolling, maintaining surveillance of traffic, providing services to motorists, and conducting driver-vehicle road checks.[19]

Detectives. Police departments need to have separate detective divisions so that continuing investigations can be provided of those crimes for which the patrol division cannot complete follow-up investigations. The need for patrol is continuous; thus the responsibility for the conclusion of

---

[18]Ibid., p. 105.

[19]Ibid., p. 107.

certain specified classes of cases should rest with the investigations element.

The degree of specialization among units or sections of an investigation division will depend upon the kinds and numbers of crimes the division must investigate and the total number of people available. For example, an investigation division for a city with a population of fifty thousand might be organized into three units: (1) crimes against persons such as murder, rape, and robbery, (2) crimes against property such as burglary, larceny, and auto theft, and (3) general assignment.[20]

Juvenile. Many police departments across the country have created special divisions to deal with the problems of juveniles because trends in the criminal index in recent years have shown a disproportionate increase in criminal offenses committed by juveniles. The duty of a juvenile division is to develop programs which seek to prevent and control delinquency and then to develop the specialized techniques needed to implement these programs. Even though a police department might have a juvenile section, police work with children is the responsibility of the total police force. The best rule to follow is that all police officers should be juvenile specialists.[21]

---

[20]Ibid., p. 131.

[21]Ibid., p. 148

Vice. The vice division of the police department, along with the organized crime and intelligence sections, are the undercover divisions. They are called undercover units because they are allowed to wear disguises and to drive unmarked police vehicles. The duty of the vice officer is to enforce those laws relating to prostitution, obscenity, illegal liquor, gambling, and narcotics. Vice offenses differ from other crimes in two ways. They are usually continuing offenses in both time and place and they involve a continuing series of acts, each of which is a separate crime. The activities of the vice officer consist primarily of arresting prostitutes, breaking up small gambling operations, and apprehending drug users.[22]

Intelligence and organized crime. There is a direct relationship between vice enforcement activities and the control of organized crime. Organized crime is the control of criminal activities, primarily related to vice, in a given area by a closely knit group of criminals. It is not like any other criminal activity. There is no question of ignorance of the law. Each activity of an organized crime enterprise is preplanned and carefully prepared to avoid direct confrontation with law enforcement. Organized crime units attempt to eradicate this problem by using standard police investigative procedures. Their main concern is to

---

[22]Ibid., p. 158.

apprehend the criminals who operate the vice operations rather than the individual offender.

Law Enforcement action used to combat organized crime invariably involves the use of undercover officers to gather information on which to base charges. These policemen are called intelligence officers. They are used for infiltration because the officers in the vice and organized crime sections of the police department frequently become known to the criminals. Intelligence and organized crime units are non-line units because of the secretive nature of their work and to give them direct access to the chief without having to go through the chain of command.[23]

Inspections. The inspections unit of a police department is a staff unit used by the chief to determine whether the department is operating as it should. For example, some of the things inspection officers would look for within the department are: (1) whether the policies, procedures, and regulations established by police officials are being adhered to both in the letter and the spirit for which they were designed; (2) whether these policies, procedures, and regulations are adequate to obtain the desired results; (3) whether the department's personnel and resources are

---

[23]Ibid., p. 164.

being utilized to the fullest extent; and (4) whether these resources are adequate to carry out the department's mission.[24]

Internal investigation. This unit is a staff element which is set apart from the rest of the department and reports directly to the police chief. The purpose of the internal investigations unit is to investigate cases which concern charges of breaches of integrity by police officers. The unit is responsible for receiving citizen complaints against police personnel and for ferreting out cases of serious misconduct of policemen. Some examples of situations where the internal investigation unit would have the authority and responsibility to conduct investigations are: (1) any complaint of misconduct made by a citizen or other person against the department or any of its members; (2) any alleged or suspected breach of integrity from whatever source it is reported; (3) any situation where an officer has been killed or injured by the willful act of another person; (4) any situation where a citizen has been killed by an officer; and (5) any situation involving the firing of a weapon by an officer.[25]

Records and communications. The records and communications systems are treated together because they

---

[24]Ibid., p. 199.

[25]Ibid., p. 204.

provide a means by which the police agency should be able, swiftly and efficiently, to learn about crimes, store and retrieve pertinent information about crimes and suspects, and to deploy personnel. The records and communications systems of a police organization give the best results and most efficient operations of both when they are integrated.[26]

The responsibilities of the records unit fall into three major categories: (1) they maintain records of arrests, crimes, accidents, evidence, property, and personal identification; (2) they provide a system of indexing and retrieving information, office and stenographic services, and public assistance; and (3) they provide a measure of records control by reviewing reports and audit services.[27]

Police communications consist of several interrelated subsystems—telephone, telegraph, teletype, radio and television systems, and other electronic and automated processes. The major responsibilities of a communications unit are: (1) to receive and dispatch radio messages to field units; (2) to receive walk-in and telephone complaints; (3) to monitor the radio systems of adjoining local and county police, state police, and fire departments; (4) to receive and send teletype messages; (5) to obtain requests from the

---

[26]Ibid., p. 247.

[27]Ibid., p. 247.

records section for field units without delay; and (6) to provide information to the public.[28]

Laboratory. A police department laboratory aids investigators through the application of scientific techniques and processes on inanimate objects. The first mission of the laboratory is to aid the investigator by determining if a crime has actually been committed. For example, a person found dead with a gunshot wound may not have been murdered. The laboratory may be able to determine that the death was a suicide or an accident rather than a murder. However, once the laboratory has determined that a crime has been committed, its chief responsibility is to establish the identity of the perpetrator to a degree that will be accepted by a court of law.[29]

Temporary detention. Municipal police departments house prisoners in their jail on a temporary basis. Those prisoners who are awaiting hearings or are on trial and cannot post bail or were not granted bail are housed in the temporary detention facility. Also, those sentenced misdemeanants who may remain in custody for the duration of their sentence

---

[28]Ibid., p. 248.

[29]Ibid., p. 305.

will probably not be detained longer than thirty to sixty days.[30]

III. THE OFFICE OF THE CHIEF OF POLICE

The person who probably has the most important influence on the organizational structure of the department and the way in which the police do their job is the chief of police. He is the administrative head of the department and as such he must provide sound management practices which will ensure that the police will do their job efficiently and effectively. Because the police are a para-military organization, the chief of police is also the commander of all of his officers. He should know how to do all the jobs of the people in his department and be able to take command of any situation when he is needed. The chief of police is also the main spokesman for the department and is responsible for maintaining good relations with the other city departments as well as the public. Because of this, the personal philosophy of the chief on the methods used to accomplish their mission greatly influences how the police do their job. It accounts for some of the differences in police methods of the many police organizations across the United States.[31]

---

[30] Ibid., p. 289.

[31] Eastman and Eastman, p. 73.

IV. LOCATION CRITERIA INFLUENCED BY ORGANIZATION

The organizational structure of a police department is a reflection of the method police officials have chosen to accomplish their mission. Two major duties of any police organization are the prevention and repression of crime. Most police departments in the United States use a patrol force to perform these duties. Although there are many forms of patrol (horse, bicycle, motorcycle, aircraft, marine, and foot), the most common form is automobile patrol. Usual police procedure is to divide a city into a number of zones each of which has one or more patrol units. It is important that patrol units be able to respond to their zones in minimum time so that their area will be left unprotected for short periods. One way of increasing patrol response times to and from either a central station or a precinct is to locate it on or near a major road.

In addition to being a law enforcement agency, the police are a service agency to the community. Some of the services they perform are searching for lost persons and property, settling family disputes, and dealing with problem drinkers. In addition, the police transport prisoners to and from the courts. The location of a central police station near other local government facilities, such as social welfare agencies and the courts, would assist the police in performing these tasks.

One way of affording better police protection in larger cities is to decentralize the police functions. The most common method of doing this is through the establishment of precincts or substations. Locating the precinct or substation in a high crime area would maximize the benefits to the community by placing the police where they can do the most good.

These are not all of the locational criteria which can be discerned from an examination of a police organization. However, the purpose of this section is to familiarize the planner with police operations so that he can be better prepared to discover those criteria which would aid decision makers in choosing a location for a police station.

V. STYLES OF POLICE BEHAVIOR

It is not only necessary for a planner to understand the organizational structure of a police department but also it is important that he understand the way in which the police perform their duties. The three typologies of police departments presented in this section were developed by James Q. Wilson. He states that any typology is an abstraction of reality and seeks to explain the style or flavor of an organization rather than how it actually exists. The presentation of these typologies alert the planner to look behind the formal organizational structure of a police department to see how it actually carries out its mission.

Wilson studied eight communities in his research. Six of the communities are in New York State (Albany, Amsterdam, Brighton, Nassau, Newburg, and Syracuse). The other two communities are Highland Park, Illinois and Oakland, California. These styles were developed through personal interviews with police administrators concerning their management policies and through the research of records of arrests and traffic citations. In addition, policemen were observed in the performance of their duties to see how they handled various types of situations such as their reactions to offenses committed by juveniles and their reactions to traffic violators.

Watchman Style

This style of police organization is characterized by the viewpoint of the police that their main task in situations that do not involve serious crimes is to maintain order rather than to enforce the law. It is called watchman like because, with exceptions dictated by the chief, the patrolman is allowed to follow the path of least resistance in carrying out his daily duties. The desire of the policeman to avoid problems is reinforced by the desire of the department to maintain the status quo. These departments are very sensitive to complaints from the public although they usually do not have any formal complaint procedure nor any internal review

system. The chief usually handles complaints personally. Wilson claims that the police chief may defend the department vocally, hush the matter up, or if an influential person or segment of the population has been offended, he may suspend or discharge the policeman involved. However, the chief tries to avoid these problems by keeping the discretionary authority of his patrolmen tightly restricted by making them refer doubtful matters to their superiors or to even the chief himself.[32] These organizations are characterized by recruiting their patrolmen locally, paying them low salaries, expecting them to have second jobs, giving them the very minimum of initial training and almost no in-service training, and not rewarding them for having or getting a higher education.[33]

The watchman-style police department usually exists in a caretaker type of political system. Their main concern is providing the voters with a minimum of public service at the lowest possible cost.[34]

Legalistic Style

This style of police organization is almost the opposite of the watchman style. The patrolman is encouraged to

---

[32]James Q. Wilson, Varieties of Police Behavior (Cambridge: Harvard University Press, 1968), p. 144.

[33]Ibid., p. 151.

[34]Ibid., p. 236.

handle commonplace situations as if they were matters of law enforcement rather than order maintenance. A legalistic department will issue traffic tickets at a high rate, detain and arrest a high proportion of juvenile offenders, act vigorously against illicit enterprises, and make a larger number of arrests even when the public order has not been breached. The police will act as if there is a single standard of conduct to which all members of the community should adhere. The legalistic concept does not mean that the police regard all laws as equally important or that they love the law for its own sake. They distinguish between major and minor crimes, feel that private disputes are less important than public disorders, and they are willing to overlook some offenses and accept some excuses.[35] These police organizations are characterized by recruiting their policemen from primarily middle class neighborhoods both in and outside the community. College educated men are preferred over the high school educated. They also pay high salaries, highly train their people and are always seeking to modernize by getting the best equipment.[36]

The legalistic style of police department is usually found in communities with a strong professionally oriented city manager. This political culture has made possible the

---

[35]Ibid., p. 173.

[36]Ibid., p. 187.

appointment of chiefs strongly committed to the doctrines of police professionalism and which permit them to control the department free from the interventions of politicians or special interest groups.[37]

Service Style

In this style of police department, the police take seriously all requests for either law enforcement or order maintenance (unlike the watchman style) but are less likely to respond by making an arrest (unlike the legalistic style). The police intervene frequently but not formally. This style of police department is usually found in middle class communities where there is a high level of apparent agreement among citizens on the need for public order but where there is no demand for the legalistic style. The chiefs of police see their jobs as protecting a common definition of public order against the minor and occasional threats by unruly teenagers and outsiders. The middle class nature of these communities reduces the rate of serious crime and allow the police to concentrate on managing traffic, regulating juveniles, and providing services.[38] This type of department is in the process of professionalizing. It is characterized as one which recruits men both inside and outside the community, pays good salaries, stresses education and

---

[37]Ibid., p. 257.

[38]Ibid., p. 200.

encourages its men to get college credit, and tries to obtain good equipment. The department is geared at every level to serve the community. The police usually have frequent meetings with local citizens to discuss local and police problems.[39]

The service style police department usually is found in communities where there is an emphasis on growth and development and where politics is in the hands of business leaders. Politics is regarded as providng services to those who can clearly afford them. Government is also expected to hire courteous and obliging public officials and maintain the character of the community. The voter is thought to have high standards and would be impatient with a caretaker government.[40]

These styles of organization are presented to give the planner an understanding of how police departments with the same mission can vary greatly on carrying out that mission. However, these styles do not exist in the pure sense. They are not mutually exclusive and they are not all inclusive. Each planner will have to study his local police department to determine what philosophy of enforcement is employed so that he can make sound recommendations on police station location.

---

[39]Ibid., p. 204.

[40]Ibid., p. 250.

VI. LOCATION CRITERIA INFLUENCED BY THE STYLE OF BEHAVIOR

The knowledge of a particular style of behavior of a police organization is important because it points out those things which cannot be discovered in an organizational chart. A watchman style police department may have the same type of organizational structure as a police department with either the legalistic or service style. Rather than point out specific locational criteria, the style of an organization gives an added weight to some locational criteria. For example, the chief of a watchman style police department would probably rate the location of the police station near other local government offices as extremely important. This would allow him to contact the mayor or other city department officials easily when any difficulties or embarrassments arose.

VII. SOME PLANNING CRITERIA FOR LOCATING POLICE STATIONS

The major impetus for undertaking research in this area was due to the lack of available information on planning criteria for the location of police stations. A list of sources checked is found in Appendix E. In addition, a standard literature search was undertaken. The only approach which was not attempted was contacting individual cities to find out whether they had produced plans for the

location of their police facilities. After an exhaustive literature search, the sum total of all the information found on this subject is presented in this section.

One of the sources of information on this subject is a 1960 report of the International City Managers Association. This report is a compilation of selected inquiries to the organization on specific subjects. The association was asked what steps should be taken and what factors should be considered in the location, design, and layout of a police station. The three steps given for planning a police station are: (1) review present facilities and list all inadequacies, (2) measure present workload and activities of the department and estimate long-term requirements, and (3) develop an overall concept of the facilities needed. They state that the city planning agency should be consulted throughout and that police stations should be considered as part of the overall plan. They list six factors which deserve special attention in locating a police station. These factors are: (1) economy in police travel time can be gained by placing the station in a high crime area; (2) land and construction costs should be considered avoiding high cost frontage land and avoiding a site that requires extensive preparation; (3) the site should be large enough to allow for expansion; (4) the site should have ample space to provide off-street parking for the vehicles of police officers

and visitors and to have adequate space to store impounded vehicles; (5) thought should be given to other city facilities which may be housed in the police department such as a municipal repair garage and various courtrooms; and (6) when the police station is combined with other services such as a fire station, two other special factors should be considered. The police station should have separate entrances to avoid bringing prisoners through the other facility and the jail should be above ground with proper lighting and ventilation.[41]

In 1963 the International City Managers Association issued another report which dealt in part with locating police stations. This report gives five criteria for locating police stations. Several of these criteria are different than those listed in their previous report. The five criteria are: (1) the department should be located so as to permit easy access to all parts of the city; (2) it should be located on a site by itself; (3) the police facility should contain all police functions; (4) off-street parking should be provided for the vehicles of police and visitors;

---

[41]Management Information Service, Summary of Replies to MIS Inquiries (Chicago: International City Managers Association, Report No. 192, January, 1960), p. 6.

and (5) the police station should be accessible to the public.[42]

One of the bibles of police planning is a book entitled Police Planning by O. W. Wilson. In this 546 page book, the author devotes three quarters of one page in describing where to locate a police headquarters. The author states that the prime location for a police station is near the city hall because this strengthens interdepartmental relationships. However, when space is not available near the city hall, Wilson gives four criteria which should be considered in locating a police station. These criteria are: (1) the ground area should be sufficient to provide off-street parking for both police and visitors; (2) the location should be near the center of the area and population served; (3) the police facility should be served by mass transportation; and (4) the police station should be so located in reference to the street layout as to permit ready access by automobile to all parts of the community.[43]

In the book Principles and Practice of Urban Planning, the author of the section on governmental facilities, Frank So,

---

[42]Management Information Service, Programming Public Building Facilities (Chicago: International City Managers Association, Report No. 235, August, 1963), p. 14.

[43]O. W. Wilson, Police Planning, 2d ed., (Springfield, Ill.: Charles C. Thomas, Publisher, 1957), p. 201.

mentioned only one criterion for locating a police station. He stated that the central facility is usually located in or near a civic center. However, he listed five criteria for locating a district headquarters. A district headquarters is comparable to a precinct or substation. These criteria were developed as part of the recommendations of a 1960 study by the New Orleans Planning Commission on their police facilities. The five criteria are: (1) location near the geographic center of the service area; (2) location on a major street with good access to all parts of the service area; (3) location near a concentration of commercial and industrial areas but not in residential areas; (4) location adjacent to commercial areas; and (5) location in high crime areas.[44]

A report of the Bureau of Governmental Research titled Police Stations—Planning and Specifications, by Joshua Vogel, gives only two criteria for locating police stations. They are: (1) adequate space for expansion, and (2) space for off-street parking for the vehicles of police and visitors.[45]

---

[44]William I. Goodman and Eric C. Freund, p. 227.

[45]Joshua H. Vogel, Police Stations—Planning and Specifications (Seattle: Bureau of Governmental Research and Services, University of Washington, Report No. 128, August, 1954), p. 3.

There has been very little research into determining what factors should be considered in locating a police facilitiy. The few authors who even mention the subject list only a few criteria and in most cases they do not give their reasoning for selecting the criteria. One possible reason for this is that those criteria mentioned where not selected by testing empirical data but by the intuitive process of the authors. The next chapter attempts to discover criteria applicable to police station location by exploring criteria used to locate some other public facilities.

CHAPTER II

ANALYSIS OF LOCATION CRITERIA FOR PUBLIC FACILITIES

An exploration of criteria used to locate other public facilities was undertaken to discover criteria which might be applicable to locating police stations. Five public service facilities were chosen for this purpose. They are: fire stations, hospitals, schools, libraries, and civic centers. This chapter discusses a functional description of these facilities; some general location criteria obtained through the literature search of information on these facilities and an analysis of the relevance of these criteria to police station location.

I. FUNCTIONAL DESCRIPTIONS OF PUBLIC FACILITIES

All of the public facilities chosen for study have the common characteristic of performing some type of specialized service for the public. Two of these services (hospitals and fire departments) are necessary because their functions are important to the well-being of the community. Two other services (libraries and schools) are highly desirable because they provide cultural or educational enrichment. Civic centers are advantageous because they provide easy accessibility of the public to local government agencies.

Each of these public facilities has its own particular mission to perform. They were chosen for study with the realization that their differing responsibilities gave each one of them unique characteristics which must be considered in any location decision.

The main function of a hospital is to serve the sick and injured of the community. As with all of the other public facilities investigated, the mission of the organization presents important location factors. In the case of the hospital, this means selecting a site which is convenient for its patients. It is important that the hospital be able to expand and develop in the future.[1] A good hospital location will provide hospital service to a segment of the population which has not had access to adequate hospital facilities. Also, it is one that will be sufficiently attractive to the surrounding population to permit the new hospital to maintain a satisfactory occupancy rate and to operate within its potential income.[2] The hospital should be located near a major highway to allow for

---

[1]R. Llewelyn Davis, Hospital Planning and Administration (Geneva: World Health Organization, 1966), p. 67.

[2]Roy Hudenburg, Planning the Community Hospital (New York: McGraw Hill, 1967), p. 322.

quick responses by ambulances. In addition, enough space would be needed to land emergency aircraft carrying critically ill patients. Since rest and relaxation are important to patient recovery, location near noisy industries or school play areas should be avoided.[3]

Libraries are not only repositories for books but also a place for study and cultural enrichment. As such, they should be located in a place that would give them the greatest access to the public. For this reason, shopping centers or commercial sites might be good locations.[4] A location on a well traveled corner insures that the library will receive maximum use by the public and that it will have maximum potential impact on the community. A library should be located where a business would locate—in a bright, attractive, well lighted area, one where the library is seen continuously, and where the traffic pattern indicates a high concentration of people.[5] In order to be successful, a library needs to have maximum accessibility to both pedestrians and the motoring public. Therefore, it should be

---

[3]Todd E. Wheeler, Hospital Design and Function (New York: McGraw Hill, 1964), p. 246.

[4]Laurence H. Solomon, Building Planning Processes for Public Libraries (Salem, Oregon: Oregon State Library, 1967), p. 9.

[5]Ibid.

located on a public transit route and near ample parking space.[6] The library would not be viewed as a museum, monument, or warehouse. In the past, this point of view had caused libraries to be located in such places as parks and civic centers which has caused them to be under utilized.[7]

The mission of a school is to provide a place for the education of the people of the community. Although education is a service that can be given in any location, the school should be located near the center of the present and probable future school population.[8] Also, it is desirable to locate schools within walking distance of the greatest number of pupils with accessibility from feeder streets for the convenience of those transported.[9] The location selected should be large enough to meet the present and future needs of the school.[10] The school should be located in such a manner that: (1) the school is free from disturbing noises such as those resulting from heavy traffic and some factories;

---

[6]Joseph DeChiara and John Hancock Chandler, Time-Saver Standards for Building Types (New York: McGraw Hill, 1973), p. 280.

[7]Solomon, p. 9,

[8]National Council for Schoolhouse Construction, Guide for Planning School Plants (Nashville: National Council for Schoolhouse Construction, Peabody College, 1951), p. 18.

[9]Ibid.

[10]Ibid., p. 19.

(2) the school should be located on a site free from obnoxious odors; and (3) the school should be located in such a way that the surroundings are pleasing to the eye, and will tend to create a feeling of pride, happiness, and contentment.[11]

The great advantage in building civic centers is that they provide a grouping of public buildings which may prove convenient to the public in transacting business that requires visits to more than one agency. Also, it is convenient to have public facilities grouped together to promote intergovernmental relations.[12] The complex should be located for maximum accessibility and utilization.[13] A typical location for a civic center is on a site located on the edge of a central business district to take advantage of lower land values and to prevent the interruption of any possible future business expansion.[14]

The purpose of a fire station is to provide fire protection to a certain area of the community. Many factors must be considered in locating a fire station. One criterion

---

[11]Ibid., p. 18.

[12]DeChiara and Chandler, p. 491.

[13]Greater Anchorage Area Borough Planning Department, Local Government Office Space Phase 2, An Analysis and Evaluation of Potential Sites (Anchorage: Greater Anchorage Area Borough Planning Department, May, 1969), p. 10.

[14]Goodman and Freund, p. 216.

of eminent importance is the standards of the National Board of Fire Underwriters. Other considerations are population densities, fire district regulations, the past history of fire in the community, and the value of the property in the area. Unlike other public facilities such as schools, libraries, civic centers and hospitals, fire stations are only a headquarters for a service performed away from the site. Once the city has been divided into fire service areas, with proper consideration given to barriers and topographic features, one of the most important factors in determining a site for a fire station is the response time of the fire trucks to all areas of the district. Certain minimum response times have to be established which will afford all buildings a good chance of being saved.[15]

II. GENERAL LOCATION CRITERIA

A literature search of information on all of these public facilities disclosed many factors used in location decisions. Many of them are either unique to a specific public facility or they are site specific. These criteria are not discussed here. However, there are several general location criteria mentioned in the literature which apply in varying degrees to all of the public facilities.

---

[15]Dennis O'Harrow, "Fire House Location Planning" ASPO Planning Advisory Service Report No. 98 (May 1957) p. 11.

Central Location

In all of the literature used in this research, one of the most important criteria mentioned which pertains to the location of all of the public facilities is a central location. However, a central location does not mean the same thing for all of the public facilities. Most of the writers on libraries stress the importance of having a central location to allow the greatest number of people to use the facility. They are not alluding to a location which is in the geographic center of the community. A central location for a library would be one where many people congregate. For this reason, shopping centers and commercial areas are given as ideal locations.[16] The location of a school, on the other hand, does pertain to a location which is geographically central. Once the school service area is designated, a site near its center, within walking distance of the greatest number of pupils and accessible from feeder streets for those transported, should be considered.[17] A geographically central location is also important for the other three facilities. Hospitals are located near the centers of the areas they are to serve in order to make them

---

[16]Piero Faraci, "Planning the Public Library" ASPO Planning Advisory Service Report No. 241 (December 1968), p. 7.

[17]National Council for Schoolhouse Construction, p. 18.

accessible to both out-patients and visitors. Also, uniform coverage of the area with ambulances can be provided with a central location. This also applies to locating fire stations in the center of the districts they are to serve. As previously mentioned a minimum response time to all areas in the fire district is essential for good fire protection.[18] One of the main reasons for building a civic center is that it provides a grouping of most government agencies which help both the public and government employees. A central location for the civic center is necessary so that it can be accessible to the greatest number of people.[19]

Accessibility

All of the public facilities, except for fire stations, need maximum accessibility to the public to be effective. As previously mentioned, one way to promote good accessibility is through a central location. Other ways are as follows. One way to provide good accessibility for a library is to locate it on a corner lot at a busy intersection. It should be located in such a way as to facilitate use by pedestrians.[20] This criterion is also important in the location of hospitals, schools, and civic centers. Another means of improving

---

[18]Dennis O'Harrow, p. 10.

[19]Joseph DeChiara and John Hancock Chandler, p. 491.

[20]Ibid., p. 281.

accessibility to all of these public facilities is by providing public transportation. Although schools should not be directly located on a major road due to the hazard to children, they should be located near one to provide easy access to those students who travel by bus or automobile. Civic centers and hospitals should be located on major roads. In the case of hospitals, location on a major road aids its emergency life support functions allowing easy access by emergency response vehicles.[21] Traffic noise does not preclude location on a major road because of improved construction techniques which permit air conditioning and better acoustics.

It is not important that the fire station be accessible to the public but it is important that fire fighting apparatus have easy accessibility to the district it serves. For this reason, it should be located on a major road. However, it should not be located on a one-way street or near an intersection. Also, the street should be wide enough to facilitate the easy maneuvering of bulky fire fighting equipment such as a hook and ladder truck.[22]

---

[21]George T. Harrell, Planning Medical Center Facilities for Education, Research, and Public Service (University Park and London: Pennsylvania State University Press, 1974), p. 12.

[22]O'Harrow, p. 12.

Site Large Enough to Accommodate Present and Future Needs

It is extremely important that the site selected to house any of these facilities have enough land to meet present needs and anticipated future expansion. If enough land is not purchased initially, additional expansion space becomes costly. This opinion is expressed by the authors of each of these public facilities. For example, a new library should have enough space for present collections and readers plus anticipated growth for at least the next twenty-five and preferably fifty years.[23] School sites need to be large enough to accommodate adequately the buildings that are necessary and to provide ample space for outdoor instruction and recreation, for parking, and for future expansion of play areas.[24] Hospital sites must be ample enough so that there will be adequate space for the hospital to expand in order for it to meet the demands of a growing community. The site should permit horizontal expansion and should provide a green insulating belt around the building.[25] Civic

---

[23]Keyes P. Metcalf, Planning Academic and Research Library Buildings (New York: McGraw Hill, 1965), p. 304.

[24]Nile McCrary, "A Study of the Factors Involved in Establishing Guidelines for Planning School Plants" (PhD. dissertation, University of Tennessee, 1965), p. 132.

[25]Roy Hudenburg, p. 323.

centers should be capable of meeting the long range needs of the community. The site should be designed so that it will be usable regardless of changes in the governmental structure or increased need for office space.[26] Most fire stations house at least one pumper company with its assigned first line and reserve apparatus and other companies which include aerial ladder, aerial platform, squad, rescue, salvage, and various auxiliary apparatus. Enough space is needed for reserve apparatus both to provide a replacement when needed and as equipment for use by off-duty personnel recalled in an emergency.[27]

Adequate Space for Off-Street Parking Facilities

The period from 1920 through the 1970's has seen this country become dominated by the automobile as its primary means of transportation. People have become so dependent on it that they will not walk even short distances. For this reason, most of the literature on public facility location stresses the need for ample space to provide off-street parking facilities. Although they stressed the importance of providing public transportation for each site and locating each facility where it would get pedestrian usage, most authors felt that the automobile would be the

---

[26]Greater Anchorage Area Borough Planning Department, p. 10.

[27]Dechiara and Callender, p. 513.

major form of transportation used by the public. All of these public facilities, except for fire stations, provide a service that must be used on the site. The problem is getting the public from their place of residence or business to the facility.

Due to the recent oil crisis, at least in the immediate future, plans will have to be made to conserve what oil the United States now possesses and to reduce its waste. One possible short-range solution is to reduce the number of trips made by automobiles to public institutions. This could be done by increasing and improving public transportation. This system could be effective in reducing the need for off-street parking spaces for schools, libraries, civic centers and, to some extent, hospitals. However, the emergency services performed by both hospitals and fire stations will necessitate off-street parking facilities for their employees. This criterion may not be as important as it has been in the past but it still has to be considered in any location decision.

Availability of Utilities

In addition to the other criteria already mentioned, one important consideration in choosing a location for a public facility is the availability of utilities such as storm and sanitary sewers, water, electricity and telephone service. Lack of immediate access may not always be a

problem but significant alteration to the utilities available could be a problem. These utilities are needed to service all public facilities but they may vary in cost or availability from one site to another.

Hospitals and fire stations put an extra burden on utility services which the other public facilities do not. The nature of the emergency services they perform necessitate them having back up capabilities in addition to normal utility service. Also, hospitals should have a main sewerage line which is capable of carrying hospital effluent.[28] Fire stations should have a large enough water supply so they can fill their pumpers quickly. They also need their own power generators.

Cost

One of the major considerations of the local government officials in choosing a location for a public facility is the price to the taxpayer. Cost factors differ between sites due to the differing purchase prices of land and due to the extent of physical changes that have to be made to the land to make it suitable for development. In addition to the cost of land, other factors which must be considered are: cost of travel time and convenience to citizens; cost of site preparation; cost of removing buildings; cost of relocation

---

[28] R. Llewelyn Davis, p. 68.

of people and business and the cost of improvements adjoining and approaching the site such as widening a street to allow for the wider turning radius of fire trucks.

The differing costs between various sites ranging from land and building costs to operating and maintenance costs must be carefully considered before a location is finally selected. However, these costs must be measured against benefits which accrue to the community through advantages that some locations have over others which are difficult to value in monetary terms.

III. CONFLICTS AND PRIORITIES BETWEEN THE CRITERIA

The criteria used in any location decision must be considered with the understanding that conflicts and priorities exist between them. They not only differ in importance when applied to the location of one specific facility but also differ in their relative importance from one facility to another. All of the possible conflicts and priorities are not discussed. A few examples are given to make the planner aware of their existence so that he can properly weigh their importance.

The ideal site for a library or any other public facility would be one which is centrally located; affords maximum accessibility to the public; contains ample land to meet

both present and future needs; has enough land to provide off-street parking for both employees and patrons; has easy access to needed utilities; and has the cheapest land and construction costs. However, the possibility of finding a site with all these attributes is extremely remote. What is more likely to happen is that each location will vary in the attributes it can offer. For example, it is unlikely to find a central location for a library which also has enough land to meet present and future needs and can be purchased cheaply. A centrally located site will probably be in a downtown business district which has a high building density and where land is at a premium. The only way to resolve the conflicts between various criteria is to weigh some more important than others. For example, a possible library site which has ample land and is inexpensive may be so remote that no one will use the library. Therefore, a prime factor for consideration when locating a library is the selection of a site where people tend to congregate. This is one reason why library planners recommend shopping centers as good locations.

The relative importance of various locational criteria differ when applied from one public facility to another such as from libraries to fire stations. For example, the criterion of accessibility has different meanings, and, therefore, a change in importance, when it is applied to a

library than when it is applied to a fire station. A good library location is one which is highly accessible to the public. A good fire station location, on the other hand, is one which gives the fire engines maximum accessibility to the district it serves. The priority of one criterion over another one is determined to a great extent by the mission of the public facility to which it is applied. The main function of a library is to serve the community as a place for cultural enrichment and as such it has to be located where it can be accessible to the majority of the people. The purpose of a fire station is to give the community fire protection. To do this, its location should be centrally located within the district it serves. The only way to resolve the conflicts which occur among the criteria is for the decision maker to establish their importance relative to each other. These priorites are determined in part by the mission of the public facility and in part by the goals and objectives of each particular community.

IV. RELEVANCE OF CRITERIA TO POLICE STATION LOCATION

All of the criteria mentioned in this chapter have some applicability to locating a police station. Their relative importance is determined by the mission of the police organization and the goals and objectives of the community

it serves. Simply stated, the mission of any police organization is the maintenance of order within ethical and constitutional limits.[29] Therefore, the decision on the selection of a police station location should be based primarily on those criteria which would aid the police in accomplishing their mission.

An important consideration in locating a police station is selecting a site which is sufficiently ample to accommodate all of the present needs of the police organization and all of the needs which can be foreseen in the life expectancy of the facility. The location of a police facility on a site of inadequate size can impede the mission of the police by causing a physical separation of functions that need to be housed in close proximity or by cramping the available space for all functions by putting them all in one building. For example, a separation of the police laboratory several miles from the main police building, necessitated by lack of space to house this function, causes additional expense and wasted time in transporting evidence to and from the laboratory for analysis. It takes policemen off of their beats and slows down the investigative process.

Locating all functions in one facility not equipped to handle them can be equally detrimental. For example, if the operations division is forced to yield space to accommodate

---

[29]Eastman and Eastman, p. 3.

other police functions, the effectiveness of the operations division will be impaired. It could necessitate some patrolmen not having office space to complete their reports or force them to use the hallway to interview witnesses or to interrogate suspects. Either condition is detrimental to efficient police operations and causes both a safety and security hazard.

Another important criterion is the selection of a site which is accessible. This not only means that the site should be easily accessible to the public but that it also should provide easy access of police patrol vehicles to their beats. This is an added dimension which is not required in the location of the other public facilities mentioned. The public, in the form of witnesses, suspects, informants, and people who need assistance, regularly need to have access to police stations. Two ways to accomplish this are to locate the station near a major road and to have the site served by public transportation.

The central location of a police station only has importance as an aid in making it more accessible to the public and in reducing the response time of the patrol units to their assignments. It is more practical to locate a central police station near other local governmental offices. This would enable the police to have access to the courts and social welfare agencies. Since many local governments

are housed in either a city hall or civic center which is usually centrally located, the police station would be centrally located if it were placed near these facilities. A police department which has precincts or substations in addition to the central facility will benefit by locating them near high crime areas. These precincts or substations should be located near the geographical center of their district to shorten response times of patrol units to and from their beats.

Also of importance is the selection of a site which has adequate space for off-street parking. This is due to the emergency nature of police work. There must be sufficient space to park police vehicles, the private vehicles of police personnel, and extra space for visitors. The police often deal in life or death situations and cannot afford to lose time looking for a parking space.

Of those criteria listed in this chapter, probably the least important is the availability of utilities. This is because a police station has no need for special, separate or high volumes of water or electricity. This does not minimize the need for these utilities only their priority when rated against the other criteria. One reason for this is there are very few places which do not have access to utilities. The main concern would probably be adapting the existing utilities to meet the needs of a police station.

However, the relative minimum importance of this criterion only applies when the cost for providing utilities is reasonable. If the location would require a substantial utility cost, this criterion may have to be weighed more heavily.

The cost factor is the common denominator used to measure the desirability of all locations. It becomes a very effective tool when it includes all of the social costs in addition to those costs which can be quantified. However, it is a tool which is easily misused and misunderstood. For example, a city might select a site for a police station on land which it already owned, or on land obtained through urban renewal, or on land donated to the city. This might result in a substantial savings to the city in initial constructions costs but it could result in higher operating costs if the site is not well suited with respect to the criteria previously mentioned. Cost should not be a prime determinant in the location of a police facility except for eliminating locations which are clearly out of the reach of the city budget. When the costs of several locations are relatively equal, it should not be a factor in the selection of the final site.

The next chapter discusses the methodology of the survey used to test the criteria obtained through the literature search.

CHAPTER III

METHODOLOGY

The principal research methods utilized in this study are a literature search and a survey of police officials in selected police departments across the United States. The literature search sought information on police station location from the University of Tennessee Library system and from various local, state, and federal law enforcement agencies. All of the information found through the library search on police station location is found in Chapter I. The law enforcement agencies were not able to provide any information.

The purpose of the survey is to test the applicability of the criteria discovered through the literature search and to discover additional criteria which police officials feel important in locating police stations. However, the survey discerns only general location criteria. It does not include site specific criteria because their development is of sufficient proportions to warrant separate study.

The following sections describe the development of the research instrument and the selection of the police departments used in the survey.

I. CITIES SELECTED FOR THE SURVEY

The method used for determining what police departments to survey is an intuitive process of selecting those cities whose officials may be considering locating a police station. It is anticipated that city size, in the form of population, would relate to the urgency with which officials perceive the need to either rebuild a central police station or to decentralize by building a precinct or substation.

Many large cities of over one million population, such as New York and Chicago, already have well established decentralized police operations. Their pattern of development into decentralized precincts or substations would be extremely costly to change even if there was a desire to do so. Smaller cities of less than fifty thousand population usually are well served by one police station. It was felt that cities somewhere between these two population extremes would have outgrown their central police station and would sense the need of either building another central police station or decentralizing into precincts, substations, or some other type of organization.

A list of all United States cities with a 1975 projected population of over twenty-five thousand was obtained from the 1975 Commerical Atlas and Marketing Guide by Rand McNally and Company. The one hundred police departments in the cities ranging in population from one hundred ten thousand to three

hundred fifty thousand were selected for the survey. (See Appendix A for a list of the cities surveyed.) These cities were chosen because it was felt that the officials in the cities would be likely to sense the need of either relocating a central police station or in decentralizing into precincts or substations. Cities below this population range would probably not have the need or the funds to build a new police facility. Cities above this population range have probably already been committed to some type of police facility expansion.

II. IN-DEPTH INTERVIEWS

A list of questions was developed using criteria obtained through the literature search on police stations, fire stations, schools, libraries, civic centers, and hospitals. These questions were reviewed for content and correct presentation with Mrs. Judith Stoloff, Assistant Professor, in the Graduate School of Planning, and Dr. Neal Shover, Professor of Criminology, in the Department of Sociology, both at the University of Tennessee.

Once developed, the survey instrument was tested to see if each question was presented in such a manner that a respondent could understand its meaning and provide the desired information. To do this, in-depth interviews were conducted with Mr. Joe C. Fowler, Chief of Police in Knoxville, Tennessee, and Mr. Tom Ciaccia, planner for the Knoxville

Police Department. The comments of each of these men were carefully considered and the questionnaire was revised with due consideration given to their criticisms.

III. THE QUESTIONNAIRE

The survey instrument is divided into nine basic questions. (See Appendix D for a copy of the questionnaire.) One of the most important questions consists of a list of those criteria identified in the literature search as either important in locating a police station or in locating the other public facilities researched. The respondent was asked to rate each criterion as to its relative importance in locating both a central police station and a precinct or substation. The reason for this is that the relative importance of each criterion changes when it is applied to precincts or substations. The precinct or substation form of decentralization was chosen because it is the main alternative used in those cities which do not exclusively have one central police station. The respondent was also asked to rate each criterion as to what he felt their relative importance should be rather than their actual importance in practice. This was done because the question would be too long if the respondent was asked both his personal feelings on each criterion and then to state how each criterion was actually used. Also, if the respondent were asked to rate each criterion on how it is

actually applied in a real world situation there would be no basis for judgment of whether the application was good or bad. After rating the criteria provided, the respondent was asked to include any additional criteria which he felt would be important in any location decision.

The two questions which ask the police official the type of facility in which his organization is housed and the type of facility he desires are second in importance. Three alternative types of police organizations are presented in order to stimulate the respondent's thinking about the different types of police organization available to him. He is asked to choose one of the alternatives or to provide an alternative of his own. The answers to this question will not only show the prevalent type of police organization in the departments surveyed, but also present what options, if any, are now under consideration by these police officials for a possible reorganization through some type of decentralization.

Two other questions were included in order to discover what changes the respondent feels might be made in police organization in the near future. He was asked to describe any changes in the types of duties he may be performing in the near future. These changes refer to any new duties not now performed by the police or any change in emphasis in those duties which they now perform. For example, a significant

increase in the budget and manpower of a police community relations section to try to promote improved public relations could be construed as a change in emphasis in a particular police organization. The respondent was also asked to describe the developments in either the technology of police operations or of criminals' activity that may change the way the police will perform their job. For example, will the rapidly advancing computer technology cause changes in police operations? The purpose of this question is to find out if the police officials perceive any new developments, either technical or otherwise, which need to be considered in the planning of a new police facility.

IV. MAIL-OUT OF QUESTIONNAIRE

A cover letter explaining the purpose of the study was attached to the questionnaire before mailing. (See Appendix C for a copy of the cover letter.) In addition to asking each respondent to fill out the questionnaire, the cover letter asked that a current organizational chart and a current annual report be included with the responses. This information, coupled with information obtained from a question in the survey instrument asking for the number of officers on the force, was requested to determine the major emphasis of each police department. For example, if almost half a police department was concentrated in vice control, its major emphasis would be in eliminating vice crimes.

In order to encourage a high percentage of returns, the questionnaire was limited to two pages in length and a self addressed stamped envelope was enclosed. It was then mailed to the chiefs of police of the one hundred cities selected for the survey. (See Appendix B for a complete list of names and addresses of those departments surveyed).

V. STATISTICAL ANALYSIS

The highest level of data obtained from this survey is ordinal level data. Therefore, only descriptive statistics were used in the analysis. The purpose of the statistical analysis is to describe the results of the survey by indicating the preferences of the respondents for one criterion over another through the computation of the percentage response rate of each level of importance for each criterion. A response of one represents a criterion of little importance, a response of two is somewhat important, a response of three is moderately important, a response of four is quite important, and a response of five is very important. The responses were ranked in descending order based on the number of officials who rated it very important. The mean of each criterion was not analyzed because a standard distance between the numbers could not be assumed. A cross-tabulation of the data by city size and location was done but there was no significant difference in the information obtained. Respondent preference for the alternative type of

police organization desired is obtained through computation of a percentage of those who chose one alternative over another.

All of the other questions on the survey are either open ended or do not readily lend themselves to analysis.

A response rate of 54 percent was received on the questionnaire. This is attributed, in part, to the implied endorsement of the International Association of Chiefs of Police contained in the survey cover letter.

VI. METHODOLOGICAL PROBLEMS

It was intended that the questionnaire be filled out by the chief of police personally. However, only twelve of the fifty-four respondents were the chiefs of their respective organizations. Forty-two percent of the respondents are in the planning and research section of their department. Even though they do not have a policy-making function, it is felt that they reflect the prevalent views of their superiors.

The second question of the survey instrument asked for the number of policemen on the force. The cover letter asked the police officials to send copies of their organizational chart and their most recent annual report. The purpose of

this is to determine the emphasis of the department. Twenty-one officials sent organizational charts and only six sent copies of their annual report. Therefore, a determination of departmental emphasis could not be made.

CHAPTER IV

ANALYSIS OF QUESTIONNAIRE

Fifty-four of the one hundred police officials surveyed completed and returned the questionnaire. This response rate (54 percent) is considered good because most studies conducted by relatively unskilled persons yield only from 10 to 15 percent returns.[1] Letters were received from police officials in three cities (Beaumont, Texas; Tampa, Florida; and Torrance, California) stating that the heavy workloads of their departments prevented them from returning the questionnaire. There was no significant difference in those cities that returned the questionnaire and those who did not. The cities that returned the questionnaire were not clustered at either end or in the middle of the population range.

This chapter reports the results of the questionnaire and gives an analysis of how these results might affect the location of police stations. Each question is reported individually in descending order of their importance.

---

[1]Delbert C. Miller, Handbook of Research Design and Social Measurement (New York: David McKay Company, 1964, p. 70.

I. REPORT OF RESULTS OF THE QUESTIONNAIRE

Criteria as They Relate to a Central Facility

Question five of the survey instrument asks the police officials to rate each of the fifteen criteria provided as they apply to locating a central police station and as they apply to locating a precinct or substation. Thirteen of the criteria listed in the questionnaire come from those factors reported as important in locating a police station or those factors reported as important in locating the other public facilities studied. The other two criteria were added to discover what role, if any, the politician should play in the location decision and to determine the sensitivity of the police to comprehensive planning.

All of the fifty-four respondents rated the criteria as they apply to locating a central police station. Table 1 depicts the ratings given to each criterion with a percentage computed for each response.

Large enough site. The criterion which received the highest rating from most of the respondents is that of having a large enough site to accommodate present needs and future expansion. Ninety percent rate it as very important. It may appear that many police departments are very cramped for space which may account for the high degree of importance

Table 1

Ratings of Criteria as They Apply to a Central Police Station

Criterion	Rating (in percentage) 1	2	3	4	5
Large Enough Site for Present and Future Needs	3.7	0	0	5.5	90.7
Off-Street Parking	0	3.7	0	16.6	79.6
Accessibility to Public	1.8	0	7.4	18.5	72.2
Consistency with City Comprehensive Plan	0	3.7	25.9	24.0	46.2
Availability of Needed Utilities	3.7	3.7	18.5	29.6	44.4
Location Near Local Government Facilities	9.2	3.7	12.9	29.6	44.4
Location on Land Owned by the City	11.1	9.2	31.4	16.6	31.4
Location on a Major Road	11.1	12.9	22.2	25.9	27.7
Location on Corner Lot	9.2	7.4	33.3	25.9	24.0
Cost of Construction	11.1	5.5	42.5	16.6	24.0
Cost of Land	9.2	9.2	44.4	12.9	24.0
Location on Donated Land	37.0	12.9	22.2	7.4	20.3
Location on Urban Renewal Land	33.3	14.8	25.9	11.1	14.8
Wishes of Politicians	40.7	5.5	29.6	14.8	9.2
Location Near High Crime Area	40.7	12.9	35.1	11.1	0

attached to this criterion. In any case, this rating indicates that space needs are a high priority among police officials and should be given careful consideration before a site is chosen.

Off-street parking. The second highest rating is given to the criterion concerning the provision of off-street parking facilities for both police and visitors. Seventy-nine percent rate it as very important. Due to the emergency nature of their work, it is felt that it is important that police officers have easy access to their station. An off-street parking facility would decrease the response time of policemen to the station.

Accessibility. Making the police station accessible to the public is rated high among the respondents. Seventy-two percent rate it as very important. In addition to enforcing the law, the police perform other service functions to the community such as providing aid and comfort to the injured, helping families locate lost relatives, and settling disputes. It is essential, therefore, that accessibility to the public be a prime factor in choosing a location.

Consistency with comprehensive plan. The criterion rated fourth in importance by the respondents is choosing a location for a police station which is consistent with the city comprehensive plan. Forty-six percent of the respondents

rate this as very important. One possible reason for such a high favorable response is that many of the respondents are in the planning section of their departments and they recognize the importance of coordinated planning efforts. Another possible reason for this favorable response is that a planner conducted the survey and the police officals did not wish to offend the surveyor.

Availability of needed utilities. Forty-four percent of those responding rate the availability of easy access to needed utilities such as sewers, water, telephones, and electricity as very important. While it is unlikely that a site would be selected that did not have access to these utilities, it is not improbable that the utilities available might be inadequate to handle the proposed police facility. Often police stations are built with the help of federal grants and public utilities are partially paid for by these grants which may account for the high level of importance given to this criterion. Therefore, the cost of adapting these utilities to meet the needs of the proposed police facility would be an important consideration.

Location near local government facilities. Of the police officials who rated the desirability of locating a police station near other local government facilities, forty-four percent state that it is very important. Twenty-nine percent rate it as quite important. A possible reason for

this is the necessity of maintaining close working relationships with other government departments such as welfare agencies and the courts. A close physical proximity would help strengthen these relationships.

Location on city owned land. The criterion rated next in importance is related to the cost factor. Thirty-one percent rate the location of a police station on land already owned by the city as very important and thirty-one percent rate it as moderately important. The advantages of choosing such a location are that there is no capital outlay to purchase the land and it does not cause any land to be removed from the city tax roles. However, these two factors alone do not warrant choosing a location with these advantages over one which would enable the police to do their job better. Because many police departments are built by matching grants with the federal government, the city can donate land as its share of the project expense. This may account for the favorable response given to this criterion.

Location on a major road and a corner lot. The next two criteria in order of their importance are the location of a police station on a major road and the location of a police station on a corner lot. These criteria are treated together because they are both concerned with the ingress and egress problems associated with a police station. The

ratings given to locating a police station on a major road are almost evenly distributed from moderately to very important. Twenty-two percent rate it moderately important, 25 percent rate it quite important, and 27 percent rate it as very important. A possible explanation for this relatively even spread of the ratings would be the fact that it may not be as important to have a police station located directly on a major road as it is to have easy access to one. The respondents also give a relatively even distribution in their ratings from moderately to very important to the desirability of locating a police station on a corner lot. Twenty-three percent rate it moderately important, 25 percent rate it quite important, and 24 percent rate it very important. It may not be as important to have a corner location if entrance and exit can be made from another location with relative ease.

Cost. The cost of land and the cost of construction are grouped together for analytical purposes because they are so closely related. The ratings of both of these criteria are similar. Forty-four percent of those responding rate the cost of land as a consideration of moderate importance and 42 percent rate the cost of construction as moderately important. Twenty-four percent rate both of these criteria very important. Although these are criteria which have to be considered before the selection of any site for a police

facility can be made, the ratings received by land and construction costs indicate that ideally they should not be major factors. It appears that other factors which could affect the quality of law enforcement provided to the community, such as having adequate space to house most police functions, are important enough to outweigh cost factors.

Location on donated or urban renewal land. Two other criteria which are related to cost are the location of a police station on land donated to the city or on land obtained by the city through urban renewal. Thirty-seven percent of those responding rate the location of a police station on donated land of little importance. Thirty-three percent give a rating of little importance to a location on land obtained through urban renewal. This could be due to the poor reputation that the acquisition of land by this means has obtained. Even though both of these methods of obtaining land may be attractive because they do not call for the purchase of land, it does not appear that they should take precedence over any criteria that would directly affect the quality of police protection given to the community.

Wishes of political leaders. Forty percent of those responding rate the wishes of the mayor and other important political and business leaders as a criterion of little

importance. Twenty-nine percent rate it as moderately important. Regardless of their influence in a real world situation, many police officials feel that the personal desires of local political leaders should have little bearing on the selection of a location of a central police station.

Location near high crime area. The least important criterion of those rated is the location of a central police facility in a high crime area. Forty percent rate it as a criterion of little importance. Thirty-five percent rate it as moderately important, and no one rated it as very important. High crime areas change over time due to population shifts and the location of a central police facility in a place which currently has a high crime rate would serve no lasting purpose. Therefore, this criterion deserves little consideration.

Criteria as They Relate to a Precinct or Substation

The police officials were asked to rate these same criteria as they would apply to locating a precinct or a substation. Only forty-nine of the fifty-four respondents rated these criteria except for the criterion regarding the desirability of off-street parking where only forty-eight police officials responded. Table 2 depicts the ratings given to each criterion with a percentage computed for each response.

Table 2

Ratings of Criteria as They Apply to a Precinct or Substation

Criterion	Rating (in percentage) 1	2	3	4	5
Large enough Site for Present and Future Needs	4.8	2.4	0	16.3	77.5
Accessibility to Public	4.8	2.0	6.1	12.2	75.5
Off-Street Parking	0	4.1	4.1	22.9	68.7
Location Near High Crime area	10.2	0	10.2	34.6	44.8
Consistency with City Comprehensive Plan	0	8.1	26.5	22.4	42.8
Availability of Needed Utilities	4.0	2.0	6.1	12.2	38.7
Location on Land Owned by the City	10.2	6.1	28.5	22.4	32.6
Cost of Land	6.1	8.1	34.6	18.3	32.6
Cost of Construction	8.1	4.8	40.8	20.4	26.5
Location on Corner Lot	10.2	12.2	34.6	22.4	20.4
Location on Donated Land	22.4	8.1	36.7	14.2	18.3
Location on Major Road	14.2	14.2	28.5	26.5	16.3
Location on Urban Renewal Land	18.3	12.2	36.7	20.4	12.2
Wishes of Politicians	42.8	10.2	24.4	14.2	8.1
Location Near Local Government Facilities	51.0	22.4	20.4	6.1	0

Although the ranking of these criteria are very similar to their ranking as they apply to a central facility, only four criteria retain the same positions. A large enough site to accommodate present needs and future expansion remains as the most important criterion. Location on land already owned by the city holds its seventh position. Also, the location of a police facility on land obtained through urban renewal and the wishes of the mayor and other political leaders retain their thirteenth and fourteenth positions. The positions of accessibility to the public and off-street parking (two and three as they relate to a central facility) are reversed in this ranking. A possible reason for this is that one of the main reasons for building precinct stations is to serve a particular district. The respondents feel that it is more important for the precinct or substation to be accessible to the people it serves in order to encourage a high degree of cooperation between the police and the community.

The location of a precinct or substation near a high crime area is ranked fourth in importance. A possible reason for this tremendous jump in ranking is because one of the purposes in establishing a precinct or substation is to get the patrolmen closer to the people they serve. A good way to do this is to locate the facility in a high crime area. This not only gives people who reside in the area a sense of protection but also it serves as a deterrent to crime.

The next two criteria in order of their importance are the location of a precinct or substation on a site which is consistent with the city comprehensive plan and its location on a site that has the utilities needed readily available. These criteria retain the same relative ranking they received in their applicability to the location of a central police station.

Both land and construction costs are ranked over the choice of a location on either a major road or a corner lot. When applying these two groups of criteria to the location of a central facility, their rankings are reversed. This would seem to indicate that locating a precinct or substation on a major road or corner lot is relatively unimportant. Even locating a precinct or substation on land donated to the city is ranked over a location on a major road.

As expected, the criteria which received the lowest ranking is a location of a precinct or substation near other local government facilities. Fifty-one percent of the respondents rate this as a criterion of little importance. This is understandable because the advantage of a location near local government offices would be of little use to the patrolmen who operate out of a precinct or substation.

Criteria Added by Respondents

After rating each of the criteria provided in the questionnaire, the police officials were asked to list any

criteria not previously mentioned which would aid decision makers in locating a police facility. A distinction of whether the criteria given should apply to locating a central facility or precincts was not asked. However, this distinction was made by several of the respondents.

Thirty-seven percent (20 officials) answered this question. The following is a summary of the criteria given by the respondents for locating a central police facility. Several police officials state that a location should be chosen which affords security to the proposed police facility. Another respondent states that the selection of a site which does not have topographical features that could interfere with radio and television communications is an important factor. The location of a police station near vehicle maintenance facilities is another important factor. An advantage to this is that it would make it easier for police vehicles to receive preventive maintenance and thus reduce the down time of vehicles. It would also reduce the time wasted in ferrying police vehicles from the main station to the vehicle maintenance building. Several respondents emphasize the fact that the central facility have access to major highways to expedite patrol vehicles coming from and going to assigned areas. They mention, however, that the central station should not be located on a major road if it would hinder entering and exiting. Another police

official states that the central facility should be located near the courts and the county jail to reduce the time and expense of moving prisoners. Several respondents state that the central facility should only be located after careful consideration of the present and future population trends so that it can be located in an avenue of city growth.

Two respondents list criteria which they state should be considered before locating a precinct or substation. One suggestion is that the precinct or substation be located in the center of the area it is meant to serve. This would facilitate minimum response times to all areas of the district. The other suggestion is that the location selected should conform to a logical division of the total jurisdiction. It is presumed that the respondent is referring to locating several precincts or substations and each one should be relatively equal to the others in the area and population served and in the response times to all parts of the jurisdiction.

Present Type of Facility

Forty-nine of the fifty-four police officals who returned the questionnaire stated what type of facility they were presently housed in. Twenty-nine (59 percent) state they presently are housed in one facility on one site. Eleven (22 percent) state that they had precincts or

substations in addition to their central facility. The remaining nine (18 percent) state that parts of their police organizations were housed in other buildings in addition to their central facility. However, none of these additional buildings are either precincts or substations. Table 3 gives a list of the twenty-nine cities which have one central police station. Tables 4 and 5 give the eleven cities which have precincts and substations (with their 1975 projected population) and the nine cities which have buildings in addition to their central police station.

Seven of the eleven police officials who have either precincts or substations are in cities of less than a two hundred thousand 1975 projected population. Before the survey was taken, it was surmised that primarily cities of three hundred thousand and above would be the cities with existing precincts or substations.

The majority of the police organizations that responded to this survey are housed in one facility on one site. Historically, most United States cities have established a single police facility and it is not surprising that the majority of those surveyed still have a single police facility.

Type of Facility Desired

The purpose of this question is to discover what type of facility is desired by the chief of those police departments

Table 3

Cities Which Have One Central Police Facility

City		City	
1.	Fresno, Calif.	16.	Orlando, Fla.
2.	Huntington Beach, Calif.	17.	Corpus Christi, Tex.
3.	Fremont, Calif.	18.	Austin, Tex.
4.	Oakland, Calif.	19.	Waterbury, Con.
5.	Riverside, Calif.	20.	New Haven, Con.
6.	Garden Grove, Calif.	21.	Tacoma, Wash.
7.	Santa Ana, Calif.	22.	Albuquerque, N.M.
8.	Knoxville, Tn.	23.	Topeka, Kansas
9.	Chattanooga, Tn.	24.	Lakewood, Colorado
10.	Greensboro, N.C.	25.	Rockford, Ill.
11.	Raleigh, N.C.	26.	Tucson, Arizona
12.	Charlotte, N.C.	27.	Little Rock, Ark.
13.	Alexandria, Va.	28.	Springfield, Mo.
14.	Arlington, Va.	29.	Syracuse, N.Y.
15.	Miami, Fla.		

Table 4

Cities Which Have Either Precincts or Substations

City		1975 Projected Population
1.	Louisville, Ky.	333,000
2.	Norfolk, Va.	287,000
3.	Richmond, Va.	233,000
4.	Dayton, Ohio	219,000
5.	Yonkers, N.Y.	198,000
6.	Baton Rouge, La.	183,000
7.	Newport News, Va.	149,000
8.	Las Vegas, Nev.	133,000
9.	Macon, Ga.	121,500
10.	Garland, Tex.	114,000
11.	Arlington, Tex.	111,500

Source: Rand McNally and Company, 1975 Commercial Atlas and Marketing Guide (Chicago: Rand McNally and Company, 1975) p. 70.

Table 5

Cities Which Have Buildings in Addition to Their Central Facility Which Are Not Precincts or Substations

City
1. Hialeah, Fla.
2. Hollywood, Fla.
3. Flint, Mich.
4. St. Paul, Min.
5. Winston Salem, N.C.
6. Lincoln, Neb.
7. Lexington, Ky.
8. Jersey City, N.J.
9. Rochester, N.Y.

surveyed. Fifty of the fifty-four respondents answered this question. The majority (58 percent) favor a centralized facility on one site with room for present needs and future expansion. Twenty-six percent desire to have all police functions centralized except for the patrol and traffic sections. Six percent choose to have only a centralized administration, records, and communications section. Ten percent choose an alternative other than the ones presented in the questionnaire. The alternatives selected by these 10 percent are as follows: (1) Raleigh, North Carolina—"Some decentralization under a team policing concept," (2) Santa Ana, California—"A larger building," (3) Rockford, Illinois—"Combine with Sheriff's Department in one facility with one jail, near courts," (4) Las Vegas, Nevada—"We are considering these alternatives at the present time. Alternative C appears to be the direction we are headed," and (5) Yonkers, N.Y.—"Further decentralization of our patrol function to a three facility complex." Table 6 gives a breakdown of the number of respondents and the alaternative they chose.

Of the four police departments that did not answer this question, three (Springfield, Missouri; Orlando, Florida; and Syracuse, New York) state that they are presently housed in one central facility on one site. The other department,

Table 6

The Alternatives Desired by Police Officials

Alternative	Number	Percentage
A. Centralize all police functions on one site	29	58
B. Centralize all functions except patrol and traffic	13	26
C. Decentralize elements of all functions except for records, communications, and administrative sections	3	6
D. Other	5	10

Louisville, Kentucky, states that it has one central facility and five substations. Table 7 lists each with the alternative its representative selected from question four.

Twenty-nine police departments are located in one facility on one site and twenty-nine police officials state they desire to be located in one facility on one site. However, only nineteen of these twenty-nine police departments are both housed in one facility on one site and desire to be housed in one facility on one site. This indicates that the majority of police officials who have one facility on one site desire to maintain this type of station. Of the ten police officials who desire a centralized facility but do not have one, five state that their police organizations are housed in facilities which do not conform to either a centralized facility on one site or precincts or substations. Three police officials state that they have either precincts or substations and two did not answer question three of the survey instrument. Of the ten police officials who have centralized facilities but do not desire one, three chose to have a centralized facility except for decentralized traffic and patrol function (alternative B of question four); one chose to have a centralized records, communications, and administrative section (alternative C of question four); and three chose alternatives different from the ones offered

Table 7

List of Cities and Alternatives Chosen by Their Police Officials

Cities Grouped by Alternative Selected

Alternative A

1. Garden Grove, Calif.
2. Riverside, Calif.
3. Oakland, Calif.
4. Fremont, Calif.
5. Huntington, Calif.
6. Fresno, Calif.
7. Arlington, Tex.
8. Garland, Tex.
9. Corpus Christi, Tex.
10. Austin, Tex.
11. Hialeah, Fla.
12. Hollywood, Fla.
13. Miami, Fla.
14. Knoxville, Tn.
15. Chattanooga, Tn.
16. Alexandria, Va.
17. Hampton, Va.
18. Greensboro, N.C.
19. Winston-Salem, N.C.
20. Waterbury, Con.
21. New Haven, Con.
22. Lakewood, Col.
23. Topeka, Kansas
24. Albuquerque, N.M.
25. Tacoma, Wash.
26. Lincoln, Neb.
27. St. Paul, Minn.
28. Macon, Ga.
29. DesMoines, Iowa

Alternative B

1. Newport News, Va.
2. Norfolk, Va.
3. Richmond, Va.
4. Tuscon, Arizona
5. Little Rock, Ark.
6. Little Rock, Ark.
7. Long Beach, Calif.
8. Hartford, Con.
9. Lexington, Ky.
10. Charlotte, N. C.
11. Dayton, Ohio
12. Jersey City, N.J.
13. Rochester, N.Y.

Alternative C

1. Arlington, Va.
2. Flint, Mich.
3. Baton Rouge, La.

Alternative D

1. Rockford, Ill.
2. Santa Ana, Calif.
3. Raleigh, N.C.
4. Las Vegas, Nev.
5. Yonkers, N.Y.

(alternative D of question four). Table 8 lists those cities in which police officials both have and desire centralized facilities on one site. The police officials who have centralized facilities but do not desire them along with the alternatives they chose are in Table 9. Those cities whose police officials do not have centralized facilities but desire them are found in Table 10.

Possible Changes in Organization

The police officials were asked to describe any changes they foresaw in the types of duties they would be performing in the next five or ten years. Sixty-six percent (36 officers) answered this question. Over half of those responding state that the major change for the near future will be that police organizations will become more service oriented and devote more time to community relations. Several respondents state that they were initiating team policing programs. In these programs, foot patrolmen will be assigned to certain high crime areas where, in addition to deterring crime, their job will be to improve police relations with citizens and to give residents a sense of security. Along with this, one respondent states that there would be a greater emphasis on the referral of individuals to various social agencies such as alcohol treatment centers, drug clinics and mental health clinics. Another police official contends that many of the functions now being performed by sworn personnel will be performed

Table 8

List of Cities Whose Police Officials Have a Central Facility and Desire One

City			
1.	Fresno, Calif.	11.	Waterbury, Con.
2.	Huntington Beach, Calif.	12.	New Haven, Con.
3.	Fremont, Calif.	13.	Greensboro, N.C.
4.	Oakland, Calif.	14.	Alexandria, Va.
5.	Riverside, Calif.	15.	Tacoma, Wash.
6.	Garden Grove, Calif.	16.	Miami, Fla.
7.	Knoxville, Tn.	17.	Albuquerque, N.M.
8.	Chattanooga, Tn.	18.	Topeka, Kansas
9.	Corpus Christi, Tex.	19.	Lakewood, Col.
10.	Austin, Texas		

Table 9

List of Police Officials Who Have a Central Facility But Do Not Desire One Along With The Alternative They Selected

City		Alternative
1.	Tucson, Ariz.	B
2.	Little Rock, ARk.	B
3.	Charlotte, N. C.	B
4.	Arlington, Va.	C
5.	Raleigh, N.C.	D
6.	Santa Ana, Calif.	D
7.	Rockford, Ill.	D
8.	Springfield, Mo.	Did not answer
9.	Orlando, Fla.	Did not answer
10.	Syracuse, N.Y.	Did not answer

Table 10

List of Police Officials Who Do Not Have a Central Facility But Desire One

City	
1. Lincoln, Neb.	6. Arlington, Tex.
2. Hialeah, Fla.	7. Macon, Ga.
3. Hampton, Va.	8. Winston-Salem, N.C.
4. Des Moines, Iowa	9. Hollywood, Fla.
5. Garland, Tex.	10. St. Paul, Minn.

by civilian para-professional personnel. In conjunction with this, another official proposes that there will be an increase in the hiring of civilian personnel and a stabilization in the number of sworn personnel. Not all respondents felt as those previously mentioned. Two police officials maintain that their departments will become less community service oriented and more concerned with arresting criminals.

If police departments do become more service oriented, there will be a greater need for them to be located near other local government facilities. In this case, it deserves more weight than other criteria. It is imperative that the planner attempts to discover the trends in law enforcement so that he can make a more intelligent recommendation for the location of a police station.

Possible Technological Changes

Every police official was asked to describe possible technological developments which he foresaw that could change the way in which the police perform their duties. Seventy-two percent (39 officials) answered this question. Almost half of those who responded state that the computer is the one technological advance that will revolutionize the way in which the police perform their job. One official contends that the computer is the most significant

advance in police hardware since two-way radios were first used in police vehicles. Some of the uses of computers in police work are as follows:

1. They can be used to predict crimes. An analysis of the criminal history of an area can show when and where a crime is likely to occur.

2. Computers can be used to allocate manpower. A study of the crime patterns in a city can show the parts of the city and the times when a crime is most likely to occur.

3. They can assist in finding suspects to a crime. By feeding the computer an accurate description of a suspect coupled with his modus operandi, the computer can recall people who fit the description or who commit crimes in a certain way, and

4. By using the storage capacity of the computer, it can retain vehicle licensing information on every vehicle registered in the city. Therefore, when an officer radios in a vehicle license number, information on the vehicle's owner can be provided almost instantly.

Another of the technological developments mentioned is an automatic vehicle locator which will allow the dispatcher to locate any police vehicle through an electronic device attached to the vehicle which lights up the dispatcher's locator board. The other hardware mentioned are automated fingerprint and latent print systems, closed

circuit and cable television for surveillance work, and other detection devices such as scanners and probes.

It is important for the planner to discover the technological developments that may change the way in which the police operate so that he can give proper consideration to them in locating a police station. For example, a hilly site would not be as desirable as a relatively flat one due to the interference that hills would give to radio and television equipment.

Other General Comments

The police officials were asked for general comments which would help in developing planning cirteria for the location of police stations. Fifty-four percent (24 officials) answered this question. One respondent states that it would be better to build a new police station rather than to try and remodel an existing building that was not originally designed as a police station. Another mentions that a good location for precincts or substations would be in shopping centers or vacant school buildings. The consolidation of several agencies in one building (city police, sheriff's department, and fire department) is also suggested. Another official proposes that although costs will dictate the type of facility, it should be located central to all phases of police operations (headquarters, courts, jail, garage,

specialty units, etc.). Many of the respondents state that because all cities are unique, community goals for development should be set before locating a police station. They maintain that only after this has been done can realistic criteria be developed and each city's uniqueness preclude the development of standardized criteria. Another police official mentions that the added manpower costs of operating substations would make them impractical for cities in the one hundred ten thousand to three hundred fifty thousand population category.

The comments given in the answers to this question are generally helpful and should be considered before locating a police station. However, the comment which states that standardized criteria cannot be developed with application to all cities is somewhat misleading. While it may not be possible to develop a list of criteria which if followed would guarantee an ideal location for a police station in every city, it is possible to develop criteria which are general enough to be common to all cities of this population range. Also, the comment that costs preclude the establishment of substations in cities of this size is not borne out due to the fact that eleven of the fifty-four responding police departments have either precincts or substations. One respondent summed up all of the feelings of policemen about their police stations when he stated that

the servants of the public should not be given the servants' quarters.

Number of Officers on Police Force

Fifty-three of the fifty-four respondents, excluding Winston-Salem, North Carolina, answered this question. The average size department consists of three hundred and eighty four police officers. The city with the largest force is Jersey City, New Jersey, with a force of nine hundred ninety four policemen. Fremont, California, has the smallest department with only one hundred eighteen police officers. Table 11 gives a list of the fifty-three departments that answered the question along with the number of sworn policemen in each department. The list is arranged in descending order according to the 1975 projected population of each city beginning with the most populous city.

It was originally intended to use the information obtained from this question with the additional information asked for in the cover letter. It was hoped that data could be gathered from the organizational chart, annual report, and number of policemen on the force to determine the percentage of the workload carried by each police function. For example, if a department reported that the majority of its policemen, other than those in traffic and patrol, were in vice and intelligence, the major emphasis of the

Table 11

List of Cities Including the Number of Policemen Per Police Department

City	Number of Policemen
1. Miami, Fla.	788
2. Long Beach, Calif.	692
3. Oakland, Calif.	700
4. Louisville, Ky.	796
5. Austin, Tex.	463
6. Tucson, Arixona	574
7. St. Paul, Minn.	508
8. Albuquerque, N.M.	514
9. Norfolk, Va.	550
10. Charlotte, N.C.	539
11. Rochester, N.Y.	640
12. Jersey City, N.J.	994
13. Richmond, Va.	582
14. Dayton, Ohio	330
15. Corpus Christi, Tex.	312
16. Yonkers, N.Y.	491
17. Des Moines, Iowa	320
18. Syracuse, N.Y.	482
19. Lexington, Ky.	341
20. Baton Rouge, La.	530
21. Flint, Mich.	386
22. Fresno, Calif.	313
23. Knoxville, Tn.	336
24. Santa Ana, Calif.	270
25. Arlington, Va.	310
26. Lincoln, Neb.	254
27. Greensboro, N.C.	368
28. Riverside, Calif.	224
29. Newport News, Va.	252
30. Little Rock, Ark.	261
31. Tecoma, Wash.	246
32. Huntington Beach, Calif.	174
33. Hartford, Con.	505
34. Montgomery, Ala.	318
35. Chattanooga, Tn.	357
36. Raleigh, N.C.	297
37. Rockford, Ill.	275
38. Hialeah, Fla.	219
39. Las Vegas, Nev.	700
40. Hampton, Va.	172
41. New Haven, Con.	425
42. Springfield, Mo.	186
43. Topeka, Kansas	216

Table 11 (continued)

City	Number of Policemen
44. Fremont, Calif.	118
45. Garden Grove, Calif.	130
46. Macon, Ga.	242
47. Orlando, Fla.	419
48. Hollywood, Fla.	226
49. Alexandria, Va.	235
50. Garland, Tex.	124
51. Lakewood, Colorado	191
52. Arlington, Tex.	146
53. Waterbury, Con.	275

department would be in dealing with crimes concerning vice and organized crime. This type of information could be important in locating a police station. Unfortunately, it was not possible to determine the workload distribution of each department because twenty-one officials included organizational charts and only six provided copies of their annual report.

Identity of Respondent

It was intended that this questionnaire be completed by the chief of police personally. Due to the considerable demand made on the time of the chief, it was felt that he would probably delegate the responsibility of completing this questionnaire to someone else in his department. This premise is borne out by the fact that only twelve of the fifty-four respondents are the chiefs of their departments. All of the remaining forty-two respondents are men covering the full spectrum of ranks ranging from Assistant Chief of Police to Police Officer. These men are in the administrative section of their respective organizations. Eighteen of them are in the planning, research, and analysis section of their department. Even though many of these men do not have a policy making function, it is felt that they reflect the prevalent views of their superiors.

II. ANALYSIS OF WHAT THESE CRITERIA MEAN AS APPLIED TO POLICE STATION LOCATION

This section analyzes the criteria provided in the survey and the comments of the respondents through the development of an ideal site for both a central police station and precincts or substations and through a discussion of the conflicts that occur between these criteria in their application to either a central police station or a precinct or substation.

Ideal Location for a Central Facility

The location of a central police station is treated first because it will probably be the type of facility built by most cities. This is evidenced by the fact that the majority of the respondents had both a central facility and desired one.

The first priority of the respondents is to have a large enough site to meet present needs and future expansion. This location would contain enough space to house all police functions and include ample parking space for all police vehicles. The site would either contain or be located near vehicle impoundment and maintenance facilities. All structures would be new due to the undesirability of remodeling existing buildings to meet police needs. In addition, consolidation efforts could

have the site accommodate not only the city police department but also the county sheriff's office and the city fire department. The site would be relatively flat so as not to interfere with radio and television communications but the topography would have enough slope to provide a measure of security for the site. It would be accessible to the public by being on or near a major road and by being served by public transportation. The location would be near other local government facilities such as the city administrative offices, the courts, the jail, and various welfare departments. This would be in keeping with the trend of most departments toward more community relations work. The site would also have all of the needed utilities readily available. The location would probably be on land already owned by the city. The site would also be consistent with the city comprehensive plan. However, it need not be the choice of the mayor or other political leader or be located in a high crime area. Costs are not important because the quality of service is the major consideration.

Ideal Location for a Precinct or Substation

The main purpose for establishing a precinct or substation is to get the patrolman closer to the people he

is to serve. As the city grows, one way to expand its police services is to build precincts or substations in various predetermined districts. The boundaries of the districts are determined by the level of service and the scope of operation of the proposed facility. For example, a precinct can provide a full range of police services with the only difference between it and the central station being that the central station contains the administrative, communications and records sections for the entire department (alternative C of question four of the survey instrument). A precinct can also be only a centralized meeting place for the traffic and patrol sections of the police department (alternative B of question four). In its most limited level of service, a precinct can be a two-man policing team operating in a neighborhood to promote better police/community relations. The majority of the respondents who desired precincts or substations want the type which decentralizes only the traffic and patrol functions. The following ideal location is based on this alternative.

As with the central facility, the most important criterion for locating a precinct or substation is that the site have adequate space for its present needs and future expansion to include space for off-street parking. This

location should be in the center of the area if it is to serve to minimize the response times of patrolmen to any part of the district. The site should be accessible to the public. A location on or near a major road would allow the patrolmen to arrive at their zone of operations faster. The site should also be served by public transportation. Near the top of the list of location criteria is the placing of a precinct in a high crime area. The presence of a police precinct in a high crime area would give a sense of security to the residents. Also of major importance is the location selected must be consistent with the city's comprehensive plan and that the needed utilities be readily available. Costs, the wishes of political leaders, and a location near other local government agencies are not important factors in a location decision.

An ideal site for a precinct which offers the full range of police services is based on the same ranking of the criteria as they are applied to a central police station except that there is no need to locate it near other local government facilities. This need is met by the central police station. Also, the full service precinct does not have to be located near the vehicle maintenance facilities, police laboratory, training facility, etc., which are provided at the central facility. The precinct should be located in the center of its service area.

The main criterion for locating a small one or two man team policing facility is that the site should be located near the section of the service area where crime is the highest. Once the crime rate in the area is substantially reduced and the residents are satisfied that it is safe, the precinct should be removed. This type of facility is not intended to be permanent.

Conflicts Between Criteria

Unfortunately, it is assumed that the real world hardly ever provides an ideal location. Most police officials wish that they could choose sites for their facilities based entirely on criteria which would give the community the best possible police protection regardless of cost or the desires of local politicians. It is very unlikely that this will ever occur. The location chosen for any police facility will be a compromise between the criteria used to make the decision and the wishes of the people who have influence on the decision makers.

The probability of finding a location which has all of the attributes of an ideal site is very remote but if such a site were found the costs would probably be prohibitive. For example, a location which possesses enough land for present needs and future expansion and is near other local government facilities will probably be

in the city's downtown area. The cost of purchasing the land, relocating businesses and people, and demolishing all of the structures would be prohibitive for most cities. Using the size of the site as the most important criterion, a more likely location for a central police station would be found on the outskirts of the central business district where land costs are less expensive.

The difficulty in obtaining a suitable site for a precinct will depend upon the services it will offer. Like the central station, the probability of finding an ideal site is very remote. Obtaining a site in the center of a high crime area with ample land for present and future needs would be relatively easy for a two-man team policing precinct but would be extremely difficult for a full service substation. Cost factors would limit the selection of a site for a full service precinct to those locations that are economically feasible.

In order to resolve the conflicts which arise as these criteria are used in choosing a proper location for a police station, each criterion should be weighed according to a set of priorities. The priorities are determined, in part, by the mission of the police organization but are modified by the goals and objectives of the community at large. A city should not attempt to locate a police station on a site that would place a large financial burden on the community

which would cause other needed public services to suffer. However, the higher cost of one site over another should not preclude its selection if it would enable the police to provide better services to the community and would not financially over-burden the city.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

I. CONCLUSIONS

This thesis is predicated on the fact that there has been a scarcity of research into the development of planning criteria for the location of police stations. Inquiries were made to representatives of agencies presumed to have expertise in the field but they failed to produce any information (see Appendix E for a list of those agencies checked). An exhaustive literature search revealed only five documents that have any information on the subject. However, the authors do not cite any empirical research on which their criteria might be based or offer any opinions as to the relative importance of each criterion. The criteria developed through the literature search are: (1) location in a high crime area, (2) land and construction costs, (3) large enough site for expansion, (4) availability of off-street parking, (5) easy access of police to all parts of the city, (6) accessibility to the public, (7) location on a major road, (8) location on a site by itself, and (9) location near the center of the area and population served.

In an effort to discover more criteria that could be useful in locating police stations, a literature search of other public facilities (fire stations, schools, libraries, hospitals, and civic centers) was undertaken. The general locational criteria discovered through this research are: (1) a central location, (2) accessibility to the public, (3) large enough site for expansion, (4) availability of off-street parking, (5) availability of needed utilities, (6) land and construction costs, (7) location on a corner lot, (8) location on donated land, (9) location on urban renewal land, and (10) location on land already owned by the city.

All of these criteria were considered and a final list was made from the information obtained in the previous two lists. Two criteria were added to the list that were not obtained through the literature search. They are: (1) the wishes of the mayor and other political and business leaders, and (2) choosing a location which is consistent with the city comprehensive plan. The other criteria used in the survey instrument are: (1) cost of land, (2) cost of construction, (3) location on donated land, (4) location on land already owned by the city, (5) location on urban renewal land, (6) large enough site for present needs and future expansion, (7) availability of off-street parking, (8) accessibility to the public, (9) availability of needed utilities,

and (10) location in a high crime area. The criterion of a location near other local government facilities is used in place of a central location. Also, a location on a major road and a location on a corner lot were substituted for easy access of police to all parts of the city because these two criteria are more specific and basically mean the same as easy access.

This list of criteria were tested through a survey of the police officials in one hundred cities to determine their applicability to selecting a police station location and to determine their relative importance to each other in the location decision. The survey demonstrated that the criteria used to locate the other public facilities investigated are applicable to locating police stations although their relative importance changes when applied to police station planning.

The ranking of the criteria which resulted from the survey has enabled a model ideal location to be developed which can be used by decision makers in testing their alternatives. For example, a central police station ideal location would be in the downtown area near other local government facilities with a large enough site to meet present and future needs and enough space for off-street parking. It will also be accessible to the public, have

easy access to public utilities, and be located near a major road. In addition, the location will be consistent with the city comprehensive plan.

Although the precinct or substation is not the only alternative method of decentralizing police functions, it is the main alternative in use today. The ideal site for a precinct or substation is near the center of a high crime area on a site with ample land to meet future needs and has space for off-street parking. The location is accessible to the public, has easy access to public utilities, and is on land already owned by the city. Also, this location is consistent with the city comprehensive plan.

The criteria which were rated by the respondents as having little importance in locating either a central facility or a precinct are: (1) the cost factors (land and construction costs, location on donated land, and location on urban renewal land), (2) location on a corner lot, and (3) the desires of local politicians.

In addition to rating the criteria provided in the questionnaire, the police officials were asked to list any criteria not included in the survey which they felt would be important in a location decision. Although they are not ranked, the criteria provide additional factors for consideration by decision makers. The criteria are:

(1) a location which affords security for the site, (2) a location where topographic features do not interfere with radio and television communications, (3) a location near the courts and the jail, (4) a location near vehicle maintenance facilities, (5) location of a precinct in the center of the area it is to serve, and (6) a location of a precinct which conforms to a logical divison of the jurisdiction.

The criteria for locating a central police station in order of their importance are: (1) location on a large enough site for present needs and future expansion, (2) availability of off-street parking, (3) accessibility to the public, (4) consistency with the city comprehensive plan, (5) availability of needed utilities, (6) location near local government facilities, (7) location on land owned by the city, (8) location on a major road, (9) location on a corner lot, (10) cost of construction, (11) cost of land, (12) location on donated land, (13) location on urban renewal land, (14) wishes of politicians, and (15) location near high crime areas.

The criteria for locating a precinct or substation in order of their importance are: (1) large enough site for present and future needs, (2) accessibility to the public, (3) off-street parking, (4) location near a high crime area, (5) consistency with the city comprehensive plan,

(6) availability of needed utilities, (7) location on land owned by the city, (8) cost of land, (9) cost of construction, (10) location on a corner lot, (11) location on donated land, (12) location on a major road, (13) location on urban renewal land, (14) the wishes of politicians, and (15) location near local government facilities.

II. RECOMMENDATIONS

The next logical step in this research is to do a case study of a police station which most closely fits the ideal location developed through the research of this thesis. The purpose of this case study is to determine whether the location actually does improve police service to the community.

This thesis has only begun to scratch the surface on the work that needs to be done in this area. More police officials, political leaders, and planners should be interviewed in depth to expand on the work begun with this research. Their opinions should be sought on the criteria developed in this thesis along with their views on any additional criteria which they feel would be important in a location decision.

Another way to obtain useful information is to do a historical study of the development of a police organization in a large city such as New York City to determine how

the city officials coped with the problems of an ever expanding urban area with its increase in the amount and complexity of crime. Interviews with police officials, prominent political leaders, and planners should aid in the discovery of the present problems of the police organization with recommendations on how a change in the organization or location could improve police services. This study would serve as an example of the problems encountered with city growth and enable planners to learn from the mistakes made by other police organizations who have already passed through this stage of development.

BIBILIOGRAPHY

BIBLIOGRAPHY

Books

Bordua, David J. ed. The Police: Six Sociological Essays. New York: John Wiley and Sons Inc., 1967.

Chapman, Samuel G. and St. Johnston, Colonel Eric T. The Police Heritage in England and America. East Lansing, Michigan: Institute for Community Development and Services, Continuing Education Service, Michigan State University, 1962.

Chapin, F. Stuart. Urban Land Use Planning. Urbana, Ill.: University of Illinois Press, 1965.

Clift, Raymond E. A Guide to Modern Police Thinking. Cincinnati: W. H. Anderson Co., 1956.

DeChiara, Joseph and Chandler, John Hancock. Time-Saver Standards for Building Types. New York: McGraw Hill, 1973.

Eastman, George D. and Eastman, Esther M. eds. Municipal Police Administration. Washington D.C.: International City Managers Association, 1969.

Engelhardt, N. L.; Engelhardt, N. L., Jr.; and Leggelt, Stranton. Planning Elementary School Buildings. New York: F. W. Dodge Corp., 1953.

Goodman, William I. and Freund, Eric C. eds. Principles and Practice of Urban Planning. Washington D.C.: International City Managers Association, 1968.

Hanna, Donald G. and Gentel, William D. A Guide to Primary Police Management Concepts. Springfield, Ill.: Charles C. Thomas, 1971.

Harrel, George T. Planning Medical Center Facilities for Education, Research, and Public Service. University Park and London: Pennsylvania State University Press, 1974.

Hudenburg, Roy. Planning the Community Hospital. New York: McGraw Hill, 1967.

International City Managers Association. Municipal Year Book 1975. Washington D.C.: International City Managers Association, 1975.

Leonard, V. A. Police Organization and Management. Brooklyn: The Foundation Press, 1964.

Llewelyn, R. Davis and Macaulay, H.M.C. Hospital Planning and Administration. Geneva: World Health Organization, 1966.

Metcalf, Keyes D. Planning Academic and Research Library Buildings. New York: McGraw Hill, 1965.

Miller, Delbert C. Handbook of Research Design and Social Measurement. New York: David McKay Conpany, 1964.

National Council for Schoolhouse Construction. Guide for Planning School Plants. Nashville: Peabody College, 1951.

Rand McNally Company. Commercial Atlas and Marketing Guide 1975. Chicago: Rand McNally Company, 1975.

Reiss, Albert J., Jr. The Police and the Public. New Haven and London: Yale University Press, 1971.

Schunk, J. Pointers for Public Library Building Planners. Chicago: American Library Association, 1945.

Solomon, Laurence H. Building Planning Processes for Public Libraries. Salem, Oregon: Oregon State Library, 1967.

Tappe, Anthony A. Guide to Planning a Library Building. Boston: Huggens and Tappe, Inc., 1968.

Wheeler, E. Todd. Hospital Design and Function. New York: McGraw Hill, 1964.

Whisenand, P. M. and Ferguson, R. F. Managing of Police Organizations. Englewood Cliffs, N.J.: Prentice-Hall, 1973.

Wilson, James Q. Varieties of Police Behavior. Cambridge: Harvard University Press, 1968.

Wilson, O. W. Police Planning. 2d ed. Springfield, Ill.: Charles C. Thomas, 1957.

Public Documents

Greater Anchorage Area Borough Planning Department. Local Government Office Space Phase 2, An Analysis and Evaluation of Potential Sites. Anchorage: Greater Anchorage Area Borough Planning Department, May, 1969.

Greater Anchorage Area Borough Planning Department. Law Enforcement Services Plan. Anchorage: Greater Anchorage Area Borough Planning Department, 1970.

Larson, R. C., and Stevenson. On Insensitivities in Urban Redistricting and Facility Location. Springfield, Va.: National Technical Information Service, 1971.

The President's Commission on Law Enforcement and Administration of Justice. Task Force Report: The Police. Washington D. C.: U. S. Government Printing Office, 1967.

Virginia State Department of Education. School Planning Manual. Richmond: State Department of Education, October, 1959.

Vogel, Joshua H. Police Stations—Planning and Specifications. Seattle: University of Washington, Bureau of Governmental Research and Services, Report No. 128, 1954.

Reports and Periodicals

Faraci, Piero. "Planning the Public Library," Planning Advisory Service Report No. 241. Chicago: ASPO Planning Advisory Service, December, 1968.

Hausner, Jack; Walker, Warren; and Swersey, Arthur. An Analysis of the Deployment of Fire-Fighting Resources in Yonkers, New York. New York: The Rand Institute, Report No. 1566, 1974.

Larson, Richard C. Urban Emergency Services Systems: An Iterative Procedure for Approximating Characteristics. New York: The Rand Institute, Report No. 1493, 1974.

Management Information Service. "Programming Public Facilities," Management Information Service. Chicago: International City Managers Association Report No. 235, August, 1963.

O'Harrow, Dennis. "Fire House Station Planning." Planning Advisory Service Report No. 98. Chicago: ASPO Planning Advisory Service, May, 1957.

Schrader, James G. "School Site Selection." Planning Advisory Service Report No. 175. Chicago: ASPO Planning Advisory Service, August, 1963.

Unpublished Material

Green, Leslie Richard. "The Location of Public Facilities: A Case Study of the Site Selection for a Central Library in Knoxville, Tennessee." Masters' thesis, University of Tennessee, 1972.

Liu, Wei-Tsao. "A New Location for A City-County Office Building in Knoxville, Tennessee." Masters' thesis, University of Tennessee, 1973.

McCrary, Nile. "A Study of the Factors Involved in Establishing Guidelines for Planning School Plants." Ph.D. dissertation, University of Tennessee, 1965.

Presswood, Larry R. "School Site Selection—A Systematic Methodology in Contrast to a Desultory Procedure." Masters' thesis, University of Tennessee, 1971.

APPENDIXES

APPENDIX A

Table 12

Cities Surveyed

City	1975 Projected Population
1. Miami, Fla.	345,000
2. Long Beach, Calif.	344,000
3. Tulsa, Okla.	343,000
4. Oakland, Calif.	338,000
5. Honolulu, Hawaii	335,000
6. Louisville, Ky.	333,000
7. Austin, Tex.	307,000
8. Tucson, Arizona	299,000
9. St. Paul, Minn.	291,000
10. Albuquerque, N. M.	290,000
11. Norfolk, Va.	287,000
12. Charlotte, N. C.	283,000
13. Rochester, N. Y.	282,000
14. Birmingham, Ala.	281,000
15. Tampa, Fla.	279,000
16. Wichita, Kans.	264,000
17. Sacramento, Calif.	262,000
18. Akron, Ohio	254,000
19. Jersey City, N. J.	242,000
20. St. Petersburg, Fla.	236,000
21. Richmond, Va.	233,000
22. Virginia Beach, Va.	224,000
23. Dayton, Ohio	219,000
24. Corpus Christi, Tex.	210,000
25. Yonkers, N. Y.	198,000
26. Des Moines, Iowa	194,000
27. Shreveport, La.	192,000
28. Syracuse, N. Y.	190,000
29. Anaheim, Calif.	189,500
30. Mobile, Ala.	189,000
31. Lexington, Ky.	187,500
32. Gary, Ind.	186,000
33. Colorado Springs, Colo.	185,000
34. Grand Rapids, Mich.	184,000
35. Baton Rouge, La.	183,000
36. Flint, Mich.	181,500

City	1975 Projected Population
37. Fort Wayne, Ind.	181,000
38. Fresno, Calif.	175,500
39. Knoxville, Tn.	175,000
40. Warren, Mich.	173,500
41. Madison, Wis.	173,000
42. Salt Lake City, Utah	172,000
43. Santa Ana, Calif.	172,000
44. Worcester, Mass.	172,000
45. Jackson, Miss.	171,000
46. Kansas City, Kans.	169,000
47. Arlington, Va.	165,000
48. Providence, R. I.	163,000
49. Spokane, Wash.	163,000
50. Columbus, Ga.	162,300
51. Metairie, La.	160,000
52. Lubbock, Tex.	159,000
53. Lincoln, Neb.	158,500
54. Greensboro, N.C.	158,000
55. Springfield, Mass.	158,000
56. Riverside, Calif.	155,500
57. Fort Lauderdale, Fla.	155,000
58. Newport News, Va.	149,000
59. Little Rock, ARk.	148,500
60. Tacoma, Wash.	148,000
61. Huntington Beach, Calif.	147,000
62. Bridgeport, Conn.	146,500
63. Hartford, Conn.	146,500
64. Montgomery, Ala.	145,000
65. Chattanooga, Tn.	144,500
66. Raleigh, N. C.	144,000
67. Rockford, Ill.	140,000
68. Huntsville, Ala.	139,000
69. Hialeah, Fla.	137,000
70. Paterson, N. J.	136,000
71. Lansing, Mich.	134,400
72. Torrance, Calif.	134,400
73. Las Vegas, Nev.	133,000
74. Evansville, Ind.	132,500
75. Amarillo, Tex.	132,000
76. Glendale, Calif.	130,400
77. Youngstown, Ohio	128,500
78. Hampton, Va.	128,000
79. New Haven, Conn.	128,000
80. Springfield, Mo.	128,000

City	1975 Projected Population
81. Winston-Salem, N.C.	128,000
82. Aurora, Colo.	127,000
83. Topeka, Kans.	126,500
84. Erie, Pa.	122,500
85. Fremont, Calif.	122,000
86. Garden Grove, Calif.	121,500
87. Macon, Ga.	121,500
88. Peoria, Ill.	121,000
89. Orlando, Fla.	118,000
90. South Bend, Ind.	117,600
91. Hollywood, Fla.	117,000
92. Alexandria, Va.	116,000
93. Stockton, Calif.	115,200
94. Beaumont, Tex.	114,000
95. Garland, Tex.	114,000
96. Independence, Mo.	114,000
97. Lakewood, Colo.	113,000
98. Arlington, Tex.	111,500
99. Irving, Tex.	111,000
100. Waterbury, Conn.	111,000

Source: Rand McNally Company, Commercial Atlas and Marketing Guide 1975, Chicago: Rand McNally Company, 1975, p. 70.

APPENDIX B

ADDRESSES OF POLICE DEPARTMENTS SURVEYED

*Chief Bernard L. Garmire
Miami Police Department
1145 N.W. 11th Street
Miami, Florida 33136

Chief Jack G. Purdie
Tulsa Police Department
600 Civic Center
Tulsa, Oklahoma

Chief Francis A. Keala
Honolulu Police Department
City Hall
Honolulu, Hawaii

*Chief R. A. Miles
Austin Police Department
700 E. 7th St.
Austin, Tex. 78701

*Chief Richard Rowan
St. Paul Police Department
101 E. 10th St.
St. Paul, Minn. 55101

*Chief Arlyn J. Brown
Norfolk Police Department
811 E. City Hall Ave.
Norfolk, Va.

*Chief Thomas Hastings
Rochester Police Department
Civic Center Plaza
Rochester, N. Y. 14614

Chief Charles Otero
Tampa Police Department
1710 N. Tampa
Tampa, Fla. 33602

*Chief William J. Mooney
Long Beach Police Department
400 W. Broadway
Long Beach, Calif. 90802

*Chief George T. Hart
Oakland Police Department
455 7th Street
Oakland, California 94606

*Chief John H. Nevin
Louisville Police Department
633 W. Jefferson St.
Louisville, Kentucky 40202

*Chief William J. Gilkinson
Tucson Police Department
270 S. Ston St.
Tucson, Ariz. 85701

*Chief Robert V. Stover
Albuquerque Police Department
401 Marquette NW
Albuquerque, N. M. 87102

*Chief J. C. Godman, Jr.
Charlotte Police Department
825 E. 4th St.
Charlotte, N. C. 28202

Chief James C. Parsons
Birmingham Police Department
710 20th St. N.
Birmingham, Ala. 35203

Chief Floyd B. Hannon
Wichita Police Department
115 E. William
Wichita, Kansas 67202

ADDRESSES (continued)

Chief William J. Kinney
Sacramento Police Department
813 6th St.
Sacramento, Calif. 95814

*Chief Patrick McGee
Jersey City Police Department
280 Grove Street
Jersey City, N. J. 07302

*Chief Frank S. Duling
Richmond Police Department
501 N. 9th Street
Richmond, Va. 23219

*Chief Grover W. O'Connor
Dayton Police Department
335 W. 3rd St.
Dayton, Ohio 45402

*Chief William F. Polsen
Yonkers Police Department
City Hall
Yonkers, N. Y.

Chief Thurman P. Kelley
Shreveport Police Department
1234 Texas Ave.
Shreveport, La. 71101

Chief David B. Michel
Anaheim Police Department
425 Harbor Street
Anaheim, Calif. 92803

*Chief James L. Shaffer
Lexington Police Department
1409 Forbes R.
Lexington, Ky. 40505

Chief Oren F. Boling
Colorado Springs Police Dept.
224 E. Kiowa
Colorado Springs, Colo. 80903

*Chief of Police
Baton Rouge Police Department
812 Main St.
Baton Rouge, La. 70802

Chief Harry Whiddon
Akron Police Department
217 S. High St.
Akron, Ohio 44308

Chief Charles R. Gain
St. Petersburg Police Dept.
7701 Boca Ciega Dr.
St. Petersburg, Fla. 33706

Chief William W. Davis
Virginia Beach Police Dept.
City Hall
Virginia Beach, Va.

*Chief James Avant
Corpus Christi Police Dept.
1616 Buffalo St.
Corpus Christi, Tex. 78401

*Chief Wendell Nickols
Des Moines Police Department
E. 1st and Count
Des Moines, Iowa 50309

*Chief Thomas Sardino
Syracuse Police Department
511 S. State St.
Syracuse, N.Y. 13202

Chief Edward J. McLean
Mobile Police Department
51 Government St.
Mobile, Ala. 36602

Chief Charles Boone
Gary Police Department
401 Broadway
Gary, Ind. 46402

Chief Robert Anderson
Grand Rapids Police Dept.
38 LaGrave S.E.
Grand Rapids, Mich. 49502

*Chief James W. Rutherford
Flint Police Department
1101 S. Saginaw
Flint, Mich. 48502

ADDRESSES (continued)

Chief Robert Beghard
Fort Wayne Police Department
County Building
Fort Wayne, Ind. 46802

*Chief Joe C. Fowler
Knoxville Police Department
800 Church Ave. S.
Knoxville, Tn.

Chief David C. Couper
Madison Police Department
211 S. Carroll
Madison, Wisconsin 53703

*Chief Raymond C. Davis
Santa Ana Police Department
24 Civic Center Plaza
Santa Ana, Calif. 92701

Chief Lavell Tullos
Jackson Police Department
327 E. Pascagoula
Jackson, Miss. 39201

*Chief Roy C. McLaren
Arlington Police Department
1424 N. Uhle St.
Arlington, Va. 22201

Chief Wayne A. Hendren
Spokane Police Department
1100 W. Mallon Ave.
Spokane, Wash. 99201

Chief of Police
Metairie Police Department
715 S. Broad
Metairie, La. 70001

*Chief Joseph Carroll
Lincoln Police Department
550 S. 9th St.
Lincoln, Neb. 68508

*Chief Harold Britton
Fresno Police Department
2336 Fresno St.
Fresno, Calif. 93721

Chief Milford Gilliam
Warren Police Department
29500 Van Dyke Street
Warren, Mich. 48093

Chief J. Earl Jones
Salt Lake City Police Dept.
Hall of Justice
Salt Lake City, Utah

Chief George F. Hackett
Worchester Police Department
City Hall
Worchester, Mass.

Chief Eli Yovetich
Kansas City Police Department
1125 Locust St.
Kansas City, Kansas 64106

Chief Walter A. McQueeney
Providence Police Department
LaSalle Square
Providence, R. I. 02903

Chief Curtis E. McClung
Columbus Police Department
937 1st Ave.
Columbus, Ga. 31901

Chief J. T. Alley
Lubbock Police Department
City Hall
Lubbock, Tex.

*Chief P. B. Calhoun
Greensboro Police Department
300 W. Washington St.
Greensboro, N. C. 27401

ADDRESSES (continued)

Chief Paul J. Fenton
Springfield Police Department
City Hall
Springfield, Mass.

Chief L. F. Callahan
Fort Lauderdale Police Dept.
1300 W. Broward Blvd.
Fort Lauderdale, Fla. 33312

*Chief Gale F. Weeks
Little Rock Police Dept.
700 W. Markham
Little Rock, Ark. 72201

*Chief Earle Robitaille
Huntington Beach Police Dept.
City Hall
Huntington Beach, Calif.

*Chief Hugo Masini
Hartford Police Department
155 Morgan Street
Hartford, Conn. 06103

*Chief Jerry Pitts
Chattanooga Police Dept.
100 E. 11th St.
Chattanooga, Tn. 37402

*Chief Delbert E. Peterson
Rockford Police Department
425 E. State St.
Rockford, Ill. 61104

*Chief Alden R. Berry
Hialeah Police Department
501 Palm Ave.
Hialeah, Fla. 33010

Chief Thomas W. O'Toole
Lansing Police Department
Michigan Avenue
Lansing, Mich. 48933

*Chief of Police
Las Vegas Police Department
City Hall
Las Vegas, Nev.

*Chief R. Fred Ferguson
Riverside Police Department
4050 Main St.
Riverside, Calif. 92501

*Chief Howard B. Blackman
Newport News Police Department
City Hall
Newport News, Va.

*Chief Lyle Smith
Tacoma Police Department
930 Tacoma Avenue, S.
Tacoma, Wash. 98402

Chief Joseph A. Walsh
Bridgeport Police Department
City Hall
Bridgeport, Conn.

*Chief Edward L. Wright
Montgomery Police Department
127 North Perry
Montgomery, Ala. 36102

*Chief R. P. Goodwin
Raleigh Police Department
110 S. McDowell St.
Raleigh, N. C. 27601

Chief Carl E. Sweeton
Huntsville Police Department
Fountain Rd.
Huntsville, Ala. 35801

Chief James T. Hannan
Paterson Police Department
155 Market St.
Paterson, N. J. 07505

Chief Donald E. Nash
Torrance Police Department
City Hall
Torrance, Calif.

Chief David L. Jackson
Evansville Police Dept.
City-county Building
Evansville, Ind. 47708

ADDRESSES (continued)

Chief Paul Hulsey
Amarillo Police Department
City Hall
Amarillo, Tex. 79101

Chief Donald Baker
Youngstown Police Department
106 W. Boardman St.
Youngstown, Ohio 44503

*Chief Biagio Dilieto
New Haven Police Department
City Hall
New Haven, Conn.

*Chief Tom A. Surrat
Winston-Salem Police Department
City Hall
Winston-Salem, N.C.

*Chief James Freel
Topeka Police Department
215 E. 7th St.
Topeka, Kansas 66603

*Chief John Fabbi
Fremont Police Department
City Hall
Fremont, Calif.

*Chief J. F. Flynt
Macon Police Department
718 Popular St.
Macon, Ga. 31201

*Chief James Goode
Orlando Police Department
Orange Ave. S.
Orlando, Fla. 32801

*Chief Samuel D. Martin
Hollywood Police Department
City Hall
Hollywood, Fla.

Chief Duane R. Baker
Glendale Police Department
140 N. Illabelle St.
Glendale, Calif. 91206

*Chief Pat G. Minetti
Hampton Police Department
City Hall
Hampton, Va.

*Chief Gordon Loveland
Springfield Police Department
830 Boonville St.
Springfield, Mo. 65801

Chief J. D. Pitman
Aurora Police Department
City Hall
Aurora, Colo.

Chief Samuel Gemelli
Erie Police Department
City Hall
Erie, Penn.

*Chief Ivan A. Robinson
Garden Grove Police Dept.
City Hall
Garden Grove, Calif.

Chief Allen Andrews
Peoria Police Department
419 Fulton St.
Peoria, Ill. 61602

Chief Robert J. Urban
South Bend Police Dept.
227 W. Jefferson Blvd.
South Bend, Ind. 46601

*Chief John B. Holihan
Alexandria Police Dept.
400 N. Pitt St.
Alexandria, Va. 22314

ADDRESSES (continued)

Chief E. Jess Delaney
Stockton Police Department
425 N. El Dorado St.
Stockton, Calif.

*Chief Jesse Youngblood
Garland Police Department
217 N. 5th St.
Garland, Tex. 75040

*Chief Pierce R. Brooks
Lakewood Police Department
1580 Yarrow St.
Lakewood, Colo. 80215

Chief Leonard E. McCarley
Irving Police Department
845 W. Irving St.
Irving, Texas 75060

Chief Willie Bauer
Beaumont Police Department
City Hall
Beaumont, Texas 77701

Chief Lawrence L. Cook
Independence Police Dept.
200 S. Main St.
Independence, Mo. 64050

*Chief Herman Perry
Arlington Police Dept.
717 W. Main St.
Arlington, Tex.

*Chief Frederick Sullivan
Waterbury Police Dept.
7 Kendrick Ave.
Waterbury, Conn. 06702

*Denotes those police officials who completed and returned the questionnaire.

APPENDIX C

COVER LETTER

Apt. A-305
3500 Sutherland Avenue
Knoxville, Tn. 37919
July 3, 1975

Chief of Police
City Police Department
Main Street
City, State

Dear Chief:

I am conducting a study of the criteria used to locate police stations. This research is to be the basis of my thesis which will be submitted as partial fulfillment of the requirements for a Master of Science in Planning degree at the University of Tennessee. In my preliminary research I have found that there are no formalized criteria developed for the proper location of police stations. Therefore, this knowledge can be very helpful to both police and planning organizations in many cities. I have limited my survey to all cities in the United States that have a population range from 110,000 to 350,000. It is felt that cities of this size would be facing the problem of either trying to expand a central police station on its present site or decentralizing some police functions to precincts or substations located in various parts of the city.

Would you take a few minutes to fill out the questionnaire and return it in the self addressed stamped envelope that is provided. In reply to my inquiry, a representative of the International Association of Chiefs of Police stated that a questionnaire of this type was the best method of obtaining the information needed. Would you also enclose a copy of the current organizational chart for your department. If your department submits an annual report, would you please send me a copy of your latest one. Thank you for your cooperation.

Sincerely,
Douglas L. Radley
Douglas L. Radley

APPENDIX D

SURVEY INSTRUMENT

Location Criteria for Police Stations

1. Would you please give your name, job title and the address of your department.

   Name_____Title_____

   Address_____
   Street

   _____
   City State Zip

2. Number of officers on the force_____.

3. Are you presently located in one facility on one site or in addition do you have secondary facilities such as precincts or substations located on various sites?

4. If you had the opportunity to change the way in which you are housed, which of the following options would you choose if any?

   ____a. All police functions should be located on one site containing enough land to meet both present and future needs.

   ____b. Centralize most police functions such as the administrative and special protective units (detectives, vice, juvenile, etc.). Decentralize the patrol and traffic sections.

   ____c. Decentralize elements of all police functions maintaining only a centralized communications, records, and administration section.

   ____d. Other (Please Specify).

SURVEY INSTRUMENT (continued)

5. The following list of 15 criteria were developed to aid decision makers in locating both a central police station and precincts or substations. Please rate each of these criteria as to what you feel their relative importance should be—not necessarily as they are applied in a real world situation. Rate the criteria on a scale of 1-5 where 5 represents a very important criterion and 1 represents a criterion of little importance. First, rate each criterion as you feel it would apply in locating a central police station and then rate it as you feel it would apply to locating a precinct or substation. Circle your desired choice.

Criteria	Central Police Station					Precinct or Substation				
(1) Location near local government facilities	1	2	3	4	5	1	2	3	4	5
(2) Location near high crime area	1	2	3	4	5	1	2	3	4	5
(3) Cost of land	1	2	3	4	5	1	2	3	4	5
(4) Cost of Construction	1	2	3	4	5	1	2	3	4	5
(5) Location on donated land	1	2	3	4	5	1	2	3	4	5
(6) Location on urban renewal land	1	2	3	4	5	1	2	3	4	5
(7) Location on land already owned by the city	1	2	3	4	5	1	2	3	4	5
(8) Location on a major road	1	2	3	4	5	1	2	3	4	5
(9) Location on corner lot for ease of entering and exiting	1	2	3	4	5	1	2	3	4	5

SURVEY INSTRUMENT (continued)

Criteria		Central Police Station					Precinct or Substation				
(10)	Large enough site to accommodate present needs and future expansion	1	2	3	4	5	1	2	3	4	5
(11)	Off-street parking for police and visitors	1	2	3	4	5	1	2	3	4	5
(12)	Availability of easy access to needed utilities such as sewers, water and electricity	1	2	3	4	5	1	2	3	4	5
(13)	Accessibility to the public	1	2	3	4	5	1	2	3	4	5
(14)	The wishes of the mayor and other important political and business leaders	1	2	3	4	5	1	2	3	4	5
(15)	Consistency with city comprehensive plan	1	2	3	4	5	1	2	3	4	5

6. Were any criteria left out that you feel should be considered? Yes No If so, what are they?

7. Do you foresee any changes in the types of duties your police force will be performing in the next five or ten years?

SURVEY INSTRUMENT (continued)

8. What developments in either police technology or the technology of criminals may change the way you might be performing your job?

9. Do you have any comments that would assist in developing criteria to locate police stations?

APPENDIX E

SOURCES CONTACTED WHICH DID NOT PROVIDE INFORMATION

1. Knoxville Polie Department
2. Nashville Police Department
3. East Tennessee Development District
4. Tennessee State Law Enforcement Planning Commission
5. U. S. Department of Justice Law Enforcement Assistance Administration
6. International Association of Chiefs of Police
7. John Jay College of Criminal Justice
8. Computer check of all the information provided by the National Technical Information Service

VITA

Douglas Lee Radley was born in Bloomington, Illinois on February 26, 1947. He moved to Nashville, Tennessee in 1957 where he attended Stanford Elementary School. After graduation from Two Rivers High School in 1965, he attended Middle Tennessee State University, from which he received the Bachelor of Science Degree in Political Science in 1969.

Following graduation, he joined the United States Air Force where he served until 1973. During his enlistment, he was a member of the 81st Security Police Squadron at R.A.F. Station, Bentwaters, England. After separation from the service, he entered the Graduate School of Planning at the University of Tennessee. He received his Master of Science in Planning degree in December, 1975.

He is married to Sheryl Elaine Burns, and they have a 2-1/2 year old daughter, Janet.