

1959

## Selective Distribution of Police Patrol Force: History, Current Practices, Recommendations-- Part II

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### Recommended Citation

Frank E. Walton, Selective Distribution of Police Patrol Force: History, Current Practices, Recommendations--Part II, 49 J. Crim. L. Criminology & Police Sci. 379 (1958-1959)

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# "SELECTIVE DISTRIBUTION" OF POLICE PATROL FORCE

## History, Current Practices, Recommendations

### Part II

FRANK E. WALTON

The author is presently Commander of the Patrol Bureau of the Los Angeles Police Department and holds the rank of Deputy Chief. He has served in various ranks and capacities in this department for the last twenty years and in recent years has taught at Los Angeles State College. This is the second part of his article dealing with the distribution of the patrol force, the first portion of this article appeared in the July-August issue of this Journal.—EDITOR.

#### CHRONOLOGICAL DISTRIBUTION OF PATROL FORCE

Now that the *geographic* distribution of the patrol force to the various areas of the community has been made, consideration may be given to their further distribution throughout the twenty-four hours of the day and the seven days of the week. More accurately stated, this actually involves a 168 hour distribution (7 days in the week at 24 hours a day). The chronological distribution of the force is the primary responsibility of the division or precinct commander.

Wilson<sup>1</sup> has stated that the chronological distribution should be of *first* concern (rather than follow geographical). In Wichita, he had only thirty-eight police officers (excluding the four sergeants and five special investigators) to distribute and no district or precinct stations. In such communities, the Chief is in the same position as is the division or precinct commander in a large city.

In either case, the commander is faced with the necessity of determining the distribution of his particular police problem over the twenty-four hours of the day and the seven days of the week, in order that he may establish shift hours and days off which best meet the patrol needs. Having done this he, or his watch commanders, may then distribute his personnel throughout his area of responsibility on these shifts on a proportionate need basis.

These hours and this distribution will vary not only from city to city, but from precinct to precinct or division to division within a city. Locations of business, recreation and industrial areas, shopping districts, financial centers, residential and slum areas, entertainment districts, skid rows, attractive nuisances, and other contributors to the

police problem will tend to affect the chronological as well as the geographical distribution of the patrol needs.

Elementary as this statement may seem, in a considerable number of cities throughout the country, shifts are standardized at 8 a.m., 4 p.m., and midnight at *every* precinct headquarters. Thus, three times daily, the entire city is left virtually without police protection for periods up to an hour.

#### FACTORS TO BE CONSIDERED

Of first concern in making a determination of shift hours is a decision as to what factors to include.

Regardless of the number of men to be distributed, the principle of *proportionate* need still applies. Whether you have ten men or 10,000, 50% of your available personnel should be assigned to 50% of your problem. This principle holds for time as well as for area.

In Wichita in 1939, Wilson<sup>2</sup> gathered data on the following factors for chronological distribution of his patrol force:

1. Time Reported—Part I Crimes.
2. Time of Occurrence—Part I Crimes.
3. Time of Occurrence—Part II Offenses.
4. Time of Occurrence—Miscellaneous Reports.
5. Time of Occurrence—Accidents.
6. Time of Occurrence—Arrests.

However, it appears that he did not use the first factor.

As to the specific factors to be included in making a determination of chronological assignments, it is generally agreed that "called for services" should certainly be included in any such determination. The radio patrol officer should be the

<sup>1</sup> O. W. WILSON, DISTRIBUTION OF POLICE PATROL FORCE. Public Administration Service. No. 74

<sup>2</sup> WILSON, DISTRIBUTION OF POLICE PATROL

Form 7.1 Rev. Feb. '54

|  |          |         |
|--|----------|---------|
| Received from<br>Sta.<br>Name<br>Time Received | Pos. No. | Rec. By |
|--|----------|---------|

Los Angeles Police Department

**LOG**

|           |    |         |
|-----------|----|---------|
| Phoned to | By | Ack. By |
|           |    |         |
|           |    |         |
|           |    |         |

|            |                           |
|------------|---------------------------|
| Ticket No. |                           |
| District   |                           |
| Disp. By   | Trans. By Unit Dispatched |

|                                       | VALLEY HARBOR                    | VENICE W.L.A. | CODE: 1 2 3                        |
|---------------------------------------|----------------------------------|---------------|------------------------------------|
| SEE: Man—Woman—Clk.—Mgr.—Vict.        | AMBULANCE: Traffic — Attack      |               | GO TO STATION W/Clr.               |
| 390-390W: Down — In Car               | Attempt Suicide — Gas — Poison   |               | PHONE STATION NO. W/Clr.           |
| 415: Juv. — Fight — Group — Party     | Injury — Sick — Heart            |               | REPORT: 459 — 211 — 288 — 311      |
| 459: Alarm                            | FOUND PROPERTY                   |               | 484 — Death — Attack               |
| 507: Auto Horn — B. G. — BB Gun — F/C | MALICIOUS MISCHIEF               |               | ADW — Kidnap                       |
| Radio — Skates                        | MAN-WOMAN-ASSLTG: Woman—Child    |               | Recov. Vehicle—Stolen Vehicle      |
| 586: E — Alley — Priv. Prop.          | MAN DOWN WOMAN DOWN              |               | SHOTS FIRED                        |
| 700: Incin. — Open — Large            | MAN-WOMAN-MOLESTG: Woman—Child   |               | SUSPECT(S): Male—Female—In Car—476 |
| ASSIST FIRE DEPARTMENT                | MEET: Officer—Special—Unit No.   |               | TRAFFIC: Inj. — 502 — CPD — Acc.   |
| CAR-MOTORCYCLE: Racing                | MENTAL CASE: Male—Female—Violent |               | H & R Misd. — H & R Fel.           |
| CITIZEN HOLDING SUSPECT               | MISSING-FOUND: Child — Adult     |               | Congestion — Direct — Hazard       |
| DISPUTE: Landlord — Tenant            | OFFICER HOLDING PRISONER         |               | UNKNOWN TROUBLE                    |
| Neighbor — Family — Business          | PROWLER COMPLAINT                |               | WAGON CALL COME IN                 |
| MISCELLANEOUS                         |                                  |               |                                    |

Figure 1

citizen's nearest guardian; only scant minutes away, day or night. Here is a clear-cut, known, measurable demand. This factor represents the total, time-consuming, called-for, activities of the field officers, including radio calls, station calls, citizen calls, observations, arrests, reports, and investigations.

"Time consumed" in called for activities is considered a separate factor because the distribution of time spent on called-for services differs from the distribution of the calls themselves. Such variation is the result of variations in distances travelled, in types of calls, in types of localities and other factors.

Major responsibilities and values of the patrol officer are those of crime prevention and crime repression. Therefore, it is vitally important that he should be in the field, during the times and at the locations where crimes occur. This is the principle of "selective enforcement" so clearly set forth by Kreml<sup>3</sup> twenty years ago. For this reason, the "Times of Occurrence of Part I Crimes" is another factor which should be included in determining the chronological distribution of the patrol force.

Miscellaneous factors such as arrests, traffic accidents, Part II Crimes, and other incidents and conditions requiring police attention or inspection service, are included in the three listed factors, are distributed in a fashion similar to one or more of these factors, or are not susceptible to control by the patrol officers.

<sup>3</sup> F. M. KREML, Northwestern University Traffic Institute.

METHOD OF GATHERING DATA

The size of the community and the volume of data involved will determine the method of collection to be used in assembling the workload statistics for both the geographical and the chronological distribution of the patrol force. For example, Wilson<sup>4</sup> utilized an entire year's experience in Wichita in making this determination. Such a period was required since less than 2,200 Part I Crimes had occurred during the entire year, and the actual time of occurrence was known in only 679 of these. So long as consideration is given to seasonal variations and to obtaining a sample of sufficient size to be significant, the period to be covered is not particularly important.

Smaller volumes may be hand tallied and analyzed; larger volumes should be gathered and tabulated by use of mechanical means. Remington Rand, IBM, Unisort, or Mark Sense equipment, which saves many manhours in developing statistical data, is available. More recently, the new electronic data processing equipment is being utilized for similar purposes.

Data may be gathered from the radio call tickets (a separate ticket is made for every radio transmission in the Los Angeles Police Department. See Figure 1) from the officer's daily report (the Los Angeles Police Department uses the Daily Field Activity Report. See Figure 2) and from the time of occurrence shown on Part I crime reports.

<sup>4</sup> WILSON, DISTRIBUTION OF POLICE PATROL.



TABLE 1  
 PERCENTAGE AND AVERAGE PERCENTAGE OF HOURLY  
 DISTRIBUTION OF ACTIVITIES, TIME SPENT ON  
 ACTIVITIES, AND PART I CRIMES—  
 University Division, L.A.P.D. 4th Quarter 1957

|       | Percentage<br>Activity | Percentage<br>Time<br>Spent | Percentage<br>Part I<br>Crimes | Average<br>Percentage |
|-------|------------------------|-----------------------------|--------------------------------|-----------------------|
| 12-1  | 5.1                    | 4.4                         | 5.1                            | 4.9                   |
| 1-2   | 3.1                    | 2.4                         | 4.1                            | 3.2                   |
| 2-3   | 3.7                    | 3.8                         | 4.3                            | 3.9                   |
| 3-4   | 2.8                    | 3.5                         | 3.2                            | 3.2                   |
| 4-5   | 1.2                    | .9                          | 1.2                            | 1.1                   |
| 5-6   | .9                     | .8                          | 3.1                            | 1.6                   |
| 6-7   | .6                     | 1.3                         | .9                             | .9                    |
| 7-8   | 1.7                    | 1.7                         | .4                             | 1.3                   |
| 8-9   | 2.5                    | 2.8                         | 1.1                            | 1.8                   |
| 9-10  | 2.3                    | 2.0                         | 3.0                            | 2.5                   |
| 10-11 | 7.2                    | 6.2                         | 4.4                            | 5.9                   |
| 11-12 | 5.5                    | 5.9                         | 4.0                            | 5.2                   |
| 12-1  | 5.4                    | 4.9                         | 4.1                            | 4.8                   |
| 1-2   | 4.9                    | 6.2                         | 5.1                            | 5.4                   |
| 2-3   | 4.4                    | 6.1                         | 6.2                            | 5.6                   |
| 3-4   | 5.2                    | 6.2                         | 5.1                            | 5.5                   |
| 4-5   | 4.8                    | 3.8                         | 5.9                            | 4.9                   |
| 5-6   | 3.7                    | 3.4                         | 4.4                            | 3.8                   |
| 6-7   | 6.0                    | 5.2                         | 3.1                            | 4.8                   |
| 7-8   | 5.8                    | 6.2                         | 4.2                            | 5.4                   |
| 8-9   | 5.0                    | 4.2                         | 8.1                            | 5.8                   |
| 9-10  | 6.0                    | 6.0                         | 6.4                            | 6.2                   |
| 10-11 | 6.2                    | 5.6                         | 7.1                            | 6.3                   |
| 11-12 | 6.0                    | 6.5                         | 5.5                            | 6.0                   |
|       | 100.0                  | 100.0                       | 99.9                           | 100.0                 |

The tremendous volume of radio transmissions over the Los Angeles Police Radio System (about 10,000 every twenty-four hours, including talk in and talk out) precludes any effort to gather statistical data from the transmission tickets, except on a very limited sampling basis. We are giving some consideration to testing Mark Sense cards for this operation. In communities where the volume is not so great, the transmission tickets are the best source of information for distribution of called-for services, both as to number and as to time spent.

In Los Angeles, the majority of the information comes from the Officer's Daily Field Activity Report. This form was revised in July, 1957, after a series of conferences between patrol division commanders and representatives of Planning and Research Division. The revision was aimed at making it easy to prepare IBM punched cards from them. Once the data is on punched cards, the amount

of information available from it is limited only by the ingenuity and originality of the administrator.

Table 1 shows the percentage distribution by hour of day of officer's activities, of time spent on these activities, of Part I Crimes, and of the average of these percentages for one of the police divisions in Los Angeles.

Having prepared from this data a graph which depicts the hourly distribution of the problem, the next step is to match your personnel assignments with the hourly need.

As pointed out by Wilson<sup>5</sup> in connection with the Wichita deployment, the apparent 5-6 p.m. slump in demand for police services probably represents a decrease in police activity, rather than an actual decrease in the need for police service. Wilson cites the following reasons for such a slump in Wichita:

"(1) A tendency on the part of the dispatcher to assign cases or complaints received during the last hour of the tour of duty to the detail of officers about to go on duty;

(2) A tendency on the part of the individual patrolmen not to initiate action just before going off duty that might interfere with his reporting at headquarters promptly at the end of his tour of duty; and

(3) Fatigue at the end of a tour of duty which probably results in diminution of activity."

Since the problem is distributed on an hourly basis, the manpower should be distributed on the same basis. For example, ninety-five radio patrol officers are available for field assignment in University Division. These men represent 760 man-hours to be distributed over the twenty-four hours of the day.

By visual inspection of Chart 1, it is obvious that the day watch should go to work at 10 a.m., since a definite rise in the demand for police service occurs at that time. From Table 1 we find that 41.1% of our problem occurs between the hours of 10 a.m. and 6 p.m., an average of 5.1% per hour. Thirty-eight men for one hour represent 5% of our total available manhours; therefore, we assign that number to that watch. An average of 1.97% of the problem occurs each hour during the 2 a.m. to 10 a.m. period—sixteen men represent 2.1% per hour of the available manpower—therefore, that number is assigned to that watch. Since we had ninety-five men to begin with, and we have used fifty-four of them, this leaves forty-one men for assignment to the night watch; 6 p.m. till 2 a.m.

<sup>5</sup> WILSON, DISTRIBUTION OF POLICE PATROL.

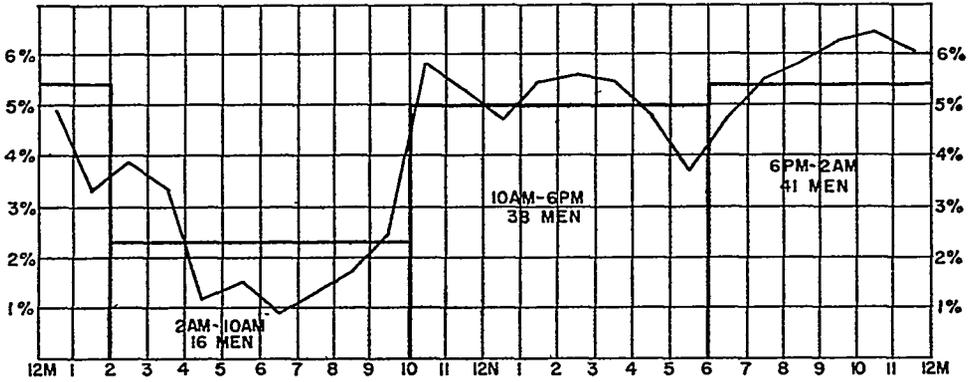


Chart 1

Hourly Distribution of Average of Part 1 Crimes, Radio Car Activity, and Time Spent on Radio Car Activity With Hourly Distribution of Assigned Personnel University Division

An average of 5.4% of our problem occurs each hour on this watch, while the forty-one men represent exactly that percentage of the available manpower each hour.

The relationship between the hourly distribution of the problem and the hourly distribution of the available personnel is shown in Chart 1.

It should be pointed out that the starting hours represent the times at which the Los Angeles radio cars actually hit the field. Roll call is held forty-five minutes prior to the time scheduled for field operations. This enables the officers of the oncoming watch to relieve those in the offgoing watch without delay.

All too frequently, the assumption is made that the hourly distribution of the problem will remain constant from division to division within the same community. This assumption is, of course, fre-

quently fallacious. For example, Chart 2 depicts the distribution of the problem in Hollywood Division in Los Angeles during the same period as that covered by Chart 1. Obviously, the problem here calls for a different manpower distribution. For example, it is quite clear that the day watch must begin at 9 a.m. rather than at 10 a.m. Also, the considerably later carryover of the problem requires the establishment of a mid watch to meet this particular problem. Chart 2 depicts the deployment of the ninety-eight patrol officers in Hollywood Division.

Chart 3 depicts the variation in the hourly distribution of radio calls in several Los Angeles Police Divisions during the same period. It thus is obvious that the alert precinct or division commander will distribute his personnel on the basis of his own needs and not attempt to rubber stamp

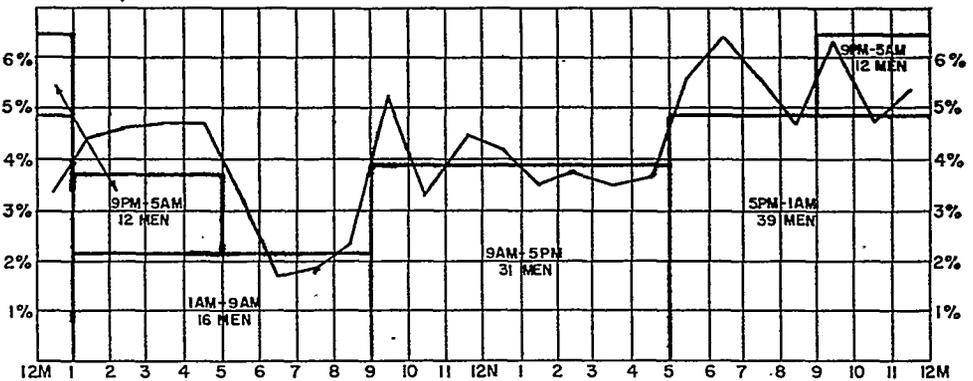


Chart 2

Hourly Distribution of Average of Part 1 Crimes, Radio Car Activity, and Time Spent on Radio Car Activity With Hourly Distribution of Assigned Personnel Hollywood Division

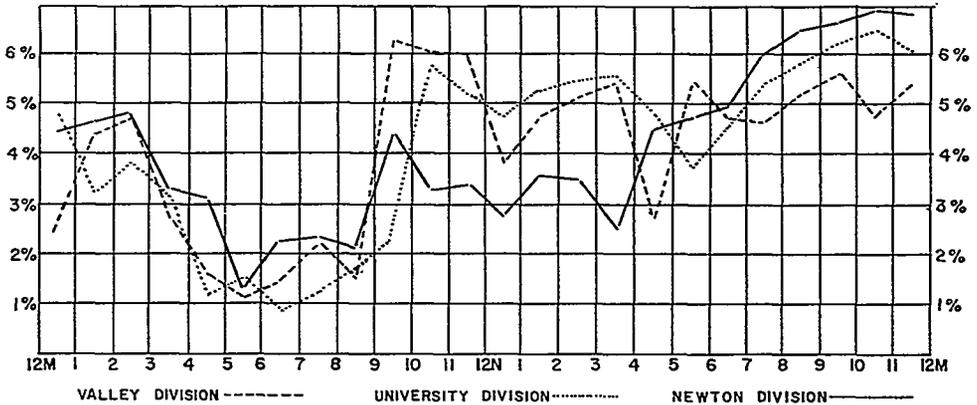


Chart 3

Comparison of Hourly Workload Distribution of University, Valley, and Newton Divisions

his fellow commander's solution to what may be a totally different situation.

Having carefully studied his police problem, analyzed its hourly distribution, and selected the watch hours and personnel distribution which best meet that problem, the fortunate captain, who has alert, well-trained, efficient watch commanders, may now turn the problem over to them. It should be their responsibility to determine days off and areas of operation for the men assigned to them. However, these officers require leadership and direction. Such leadership and direction must come from the Captain, the Inspector, the Deputy Chief, and the Chief. It is of utmost importance that these officers provide a climate favorable to initiative and to efficiency.

#### SELECTIVE DISTRIBUTION OF OFFICERS WITHIN ONE WATCH

Let us assume, then, that Lieutenant Sharp is commander of the night watch in University Division. The captain has determined that the night watch hours should be 6 p.m. to 2 a.m., and has assigned Lieutenant Sharp forty-one men to deploy in his ceaseless battle against crime, and to provide the multitude of services the community requires. What is his first step?

His first step is to determine the *day to day* distribution of the police problem *on his watch*. Here, again, we find a considerable variation in the problem from day to day. It is obvious, for many reasons, that the crime problems and the demands for police service will be considerably different on Saturday night, than they will on Wednesday night.

In spite of this obvious fact, many cities have established day off systems which allow the same

number of officers off each day of the week. It would appear that such communities are either paying an excessive price for their protection or are getting shortchanged during certain periods of the week.

But the community did *not* get shortchanged when they got Lieutenant Sharp. Alert to his problem, he has already prepared charts, which depict the day to day distribution of his problem (Chart 4). He recognizes that Saturday is his heavy night, followed by Thursday, Sunday, and Friday; and that Wednesday is his light night. How does he match his daily manpower to the day to day spread of his problem?

His forty-one men work five days a week; this gives him a total of 205 *mandays* to distribute throughout the week. His weekly schedule, therefore, will look like Table 2.

The day to day spread on the morning watch, or graveyard shift, is even greater. Lieutenant Alert, the watch commander, has analyzed his problem (Table 3).

How does he assign days off for his sixteen men? He has a total of eighty mandays available. He has a real problem on Saturday, which shows 22.5% of his problem. 22.5% of eighty comes to eighteen men. That's two more than he has! Lieutenant Alert has only two choices—either report his problem to his captain and obtain some Saturday assistance from another watch; or assign his full complement of men on the heavy night and spread the days off through the rest of the week on a proportionate basis.

The latter is usually preferable, unless the situation is one of long standing and would make the morning watch spread look like Table 4.

Since 20% equals sixteen, the total manpower

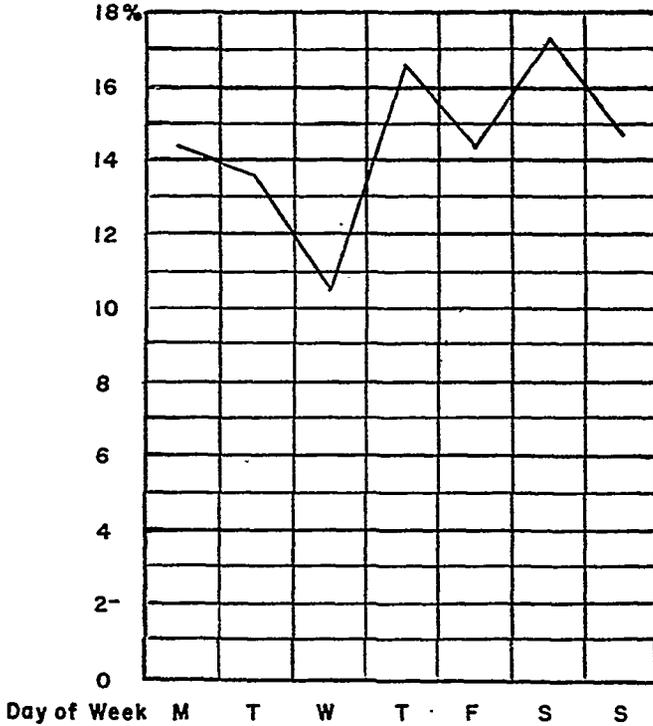


Chart 4  
Distribution of Workload by Day of Week Night Watch  
University Division

TABLE 2

| Day of Week    | Percentage of Problem | Number of Men Working | Number of Men on Day Off |
|----------------|-----------------------|-----------------------|--------------------------|
| Monday.....    | 14.1                  | 29                    | 12                       |
| Tuesday.....   | 13.5                  | 28                    | 13                       |
| Wednesday..... | 10.4                  | 21                    | 20                       |
| Thursday.....  | 16.1                  | 33                    | 8                        |
| Friday.....    | 14.2                  | 29                    | 12                       |
| Saturday.....  | 17.2                  | 35                    | 6                        |
| Sunday.....    | 14.8                  | 30                    | 11                       |

TABLE 3

| Day of Week    | % of Problem |
|----------------|--------------|
| Monday.....    | 13.2         |
| Tuesday.....   | 10.7         |
| Wednesday..... | 12.6         |
| Thursday.....  | 9.8          |
| Friday.....    | 12.4         |
| Saturday.....  | 22.5         |
| Sunday.....    | 18.7         |

TABLE 4

| Day of Week    | Percentage of Problem        | Adjusted % of Problem | No. Wkg. | No. D/O |
|----------------|------------------------------|-----------------------|----------|---------|
| Monday.....    | 13.2 + (13.2 × 1.29 × .25) = | 13.6                  | 11       | 5       |
| Tuesday.....   | 10.7 + (10.7 × 1.29 × .25) = | 11.1                  | 9        | 7       |
| Wednesday..... | 12.6 + (12.6 × 1.29 × .25) = | 13.0                  | 11       | 5       |
| Thursday.....  | 9.8 + (9.8 × 1.29 × .25) =   | 10.1                  | 8        | 8       |
| Friday.....    | 12.4 + (12.4 × 1.29 × .25) = | 12.8                  | 10       | 6       |
| Saturday.....  | 22.5 — — —                   | 20.0                  | 16       | 0       |
| Sunday.....    | 18.7 + (18.7 × 1.29 × .25) = | 19.3                  | 15       | 1       |
|                |                              | 99.9                  | 80       | 32      |

# UNIVERSITY DIVISION REPORTING DISTRICTS

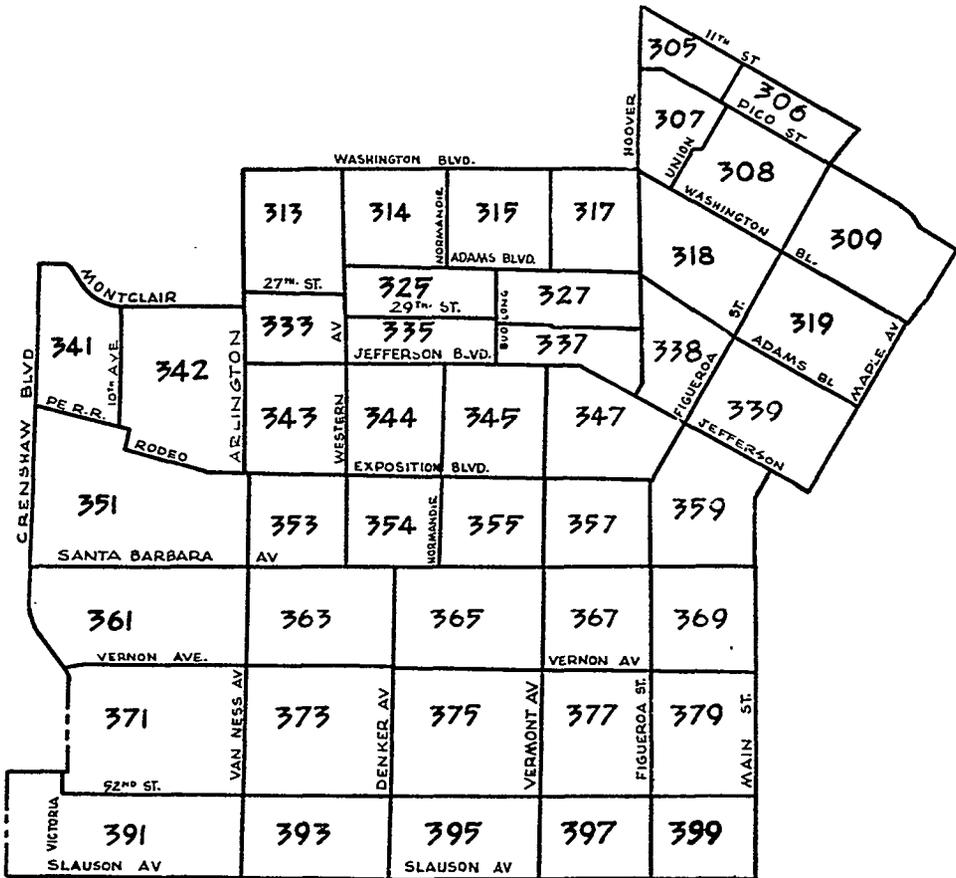


Figure 3

assigned to the watch, 20% is the maximum man-days percentage which can be utilized on any one day. Therefore, the extra 2½% must be spread over the other six days. The 77½% represented by the remaining six days of the week must be adjusted in order that the extra 2½% may be equally spread. The 1.29 represents the figure by which 77½% must be multiplied to make 77½% equal 100%. This results in the "adjusted percentage" column.

In order to make our discussion less complicated, let's return to Lieutenant Sharp and the night watch and see how he builds the radio car districts for his men.

The Los Angeles Police Department collects its statistical data on a census tract basis, as do a number of cities. For those who do not do so, serious consideration should be given to changing to such a system. A wealth of data gathered by

census tract is available from other agencies. Such data can be much more easily utilized if your own statistics are kept in the same manner.

The number of these tracts varies from division to division in Los Angeles, depending on the area and population of the particular division. Forty-five census tracts, for example, are represented in University Division (Figure 3). University Division covers an area of 12.9 square miles and is populated by 175,000 persons. The forty-five census tracts average nearly 4,000, with districts running from 2,500 to 6,500. These tracts may be assembled somewhat like building blocks to build radio car beats of comparable workload.

For example, Lieutenant Sharp has scheduled a minimum of twenty-one and a maximum of thirty-five officers to work. With sickness, special details, and emergencies, he can count on from eighteen to thirty officers reporting for duty, depending on

TABLE 5  
NIGHT WATCH WORKLOAD

| District | % Workload | District | % Workload |
|----------|------------|----------|------------|
| 305      | 1.78       | 347      | 2.94       |
| 306      | 2.83       | 351      | 1.58       |
| 307      | 1.61       | 353      | 1.88       |
| 308      | 5.32       | 354      | 1.91       |
| 309      | 4.00       | 355      | 1.98       |
| 313      | 1.95       | 357      | 1.46       |
| 314      | 1.85       | 359      | 1.93       |
| 315      | 1.88       | 361      | 3.18       |
| 317      | 2.23       | 363      | 1.20       |
| 318      | 2.26       | 365      | 2.04       |
| 319      | 2.21       | 367      | 2.15       |
| 325      | 2.29       | 369      | 3.66       |
| 327      | 2.57       | 371      | .96        |
| 333      | 1.41       | 373      | 1.94       |
| 335      | 1.35       | 375      | 1.81       |
| 337      | 2.36       | 377      | 2.61       |
| 338      | 2.28       | 379      | 3.99       |
| 339      | 2.48       | 391      | 1.59       |
| 341      | 2.39       | 393      | 1.58       |
| 342      | 2.37       | 395      | 1.44       |
| 343      | 1.63       | 397      | 1.59       |
| 344      | 1.51       | 399      | 4.48       |
| 345      | 1.54       |          |            |

the day of the week. Since Los Angeles utilizes only 2-man cars on the night watch, this means that Lieutenant Sharp must make plans for utilizing 9, 10, 11, 12, 13, 14, or 15 cars. This means making seven different groupings of the forty-five census tracts in his division. In order to do this, Lieutenant Sharp needs to know the workload distribution for his division *on his watch*. This distribution is given in Table 5.

The various car plans are then developed, taking into consideration not only workload, but also terrain, geography, traffic flow, and other features, in order to come up with approximately equal workloads for the cars assigned. Three plans are shown in Figures 4, 5 and 6.

#### DETERMINATION OF VACATION PERIODS

We have discussed the selective distribution of the patrol force in terms of its geographic distribution to the various divisions or precincts of the city. We have discussed its chronological distribution throughout the twenty-four hours of the day on a proportionate need basis. We have pointed out the necessity for taking into consideration the day of week variation in workload in order to assign days off to officers, and thus, match your

force with your problem in terms of days of the week.

One additional aspect of patrol force distribution remains—that is, the determination of vacation periods. Just as the distribution of your workload, in terms of area, day of the week, and hour of the day, is determinable, so is its distribution in terms of two-week periods determinable. Such determination may be made in two ways.

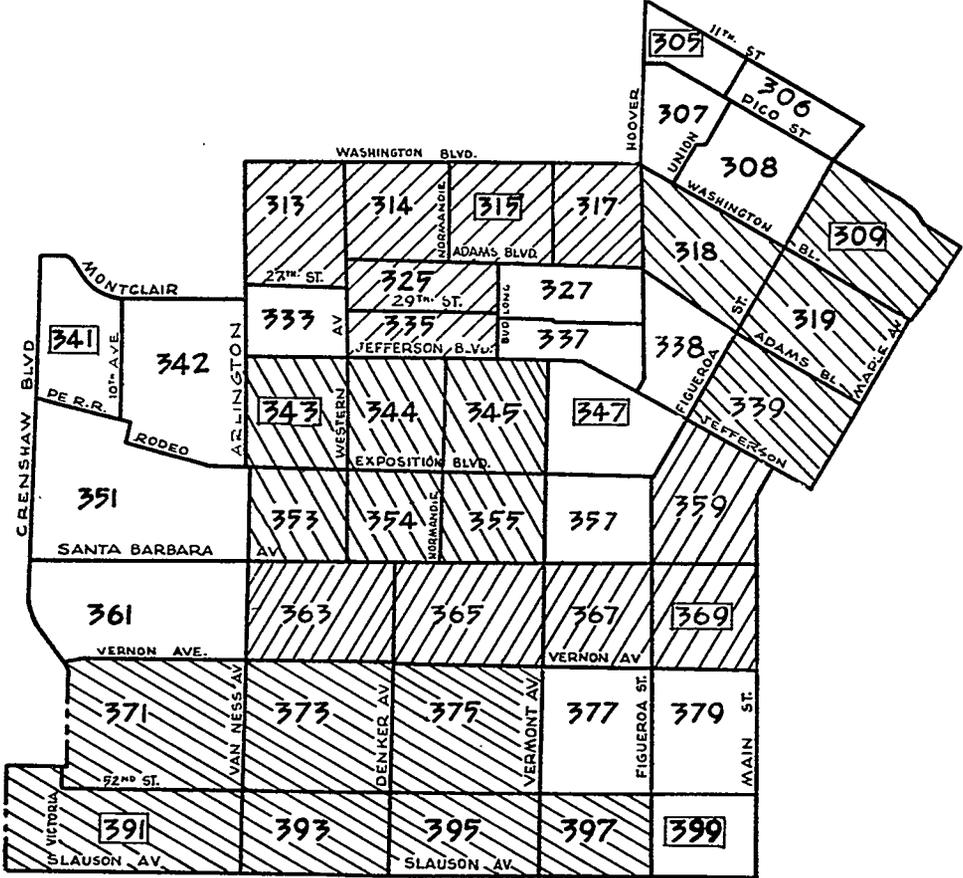
(1) There are twenty-six two-week periods in a year. These may be numbered from 1 (January 1 to 14, inclusive) through 26 (December 18 to 31, inclusive). Statistical data would give you a percentage distribution of your problem through the twenty-six periods. Such percentage might vary from a high of 3.8% in the winter to a low of 2.5% during the summer. Each officer would be available for twenty-five two-week periods of duty. The ninety-five men we have been discussing at University Division would be available for  $95 \times 25$  or 2375 two-week periods of duty. During the summer period, where only 2.5% of the problem occurs, only 2.5% of your strength (59 men) would be required. Therefore, thirty-six men could be allowed on vacation. In the winter, the 3.8% level would require ninety men; thus permitting only five to be on vacation.

(2) Since statistics are usually maintained on a monthly basis, twenty-four one-half-month periods could be developed (with adjustments for variations in the number of days in each). The basic total working figure would then be  $95 \times 23$  or 2185 half-month-periods. Here, again, the percentage distribution of the problem would determine the number of men to be allowed on vacation during each half-month.

(3) Because of the heavy holiday season workload, some departments allow no December vacations. In this event, your statistics would show the spread of the problem over the remaining twenty-four two-week periods or over twenty-two half-month periods. You would have  $95 \times 23$  or  $95 \times 21$  working periods to distribute over the eleven months of the year during which vacations are permitted.

These are, of course, extensions of the basic factors involved. However, we must be ever mindful of the fact that police departments generally are short of manpower. It is absolutely imperative that no stone be left unturned, no step be not taken, which could move us toward a more efficient and more effective utilization of what manpower we do have.

# UNIVERSITY DIVISION REPORTING DISTRICTS

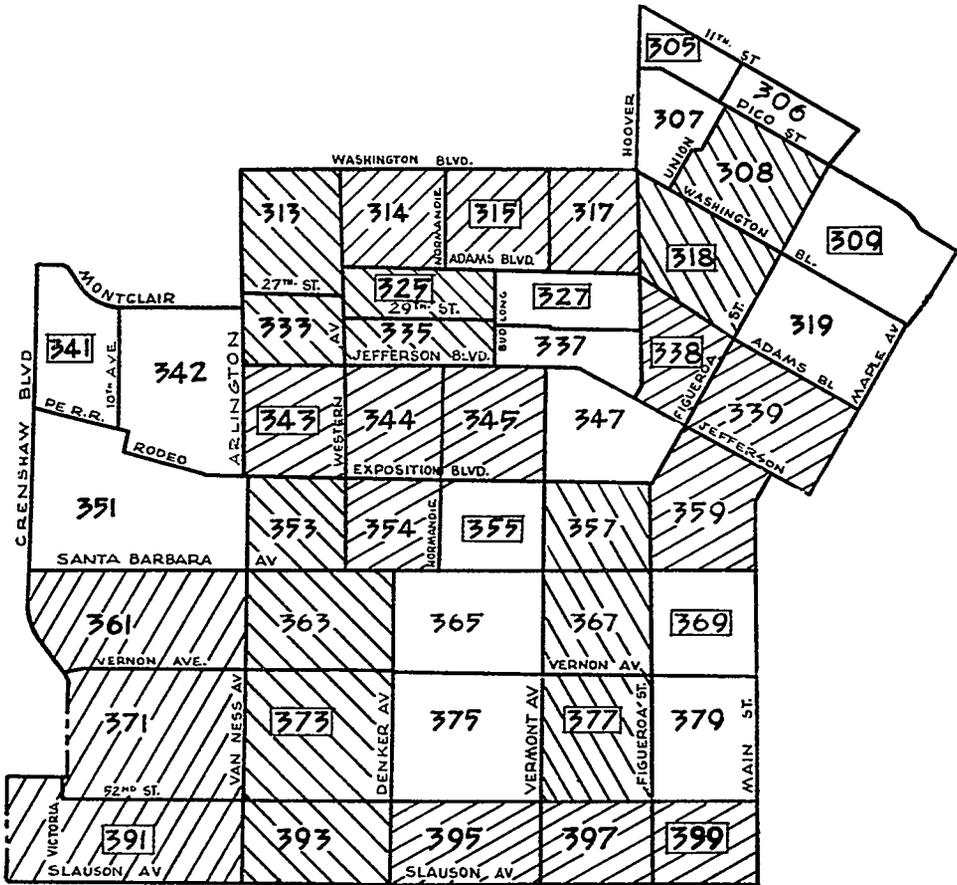


## NIGHT WATCH 9 CAR PLAN

Figure 4



# UNIVERSITY DIVISION REPORTING DISTRICTS



## NIGHT WATCH 15 CAR PLAN

Figure 6

The Patrol Bureau of the Los Angeles Police Department attempts to distribute its force in such a manner as to put the officer at the location of the need at the time the need develops. It is believed that such selective distribution is one of the reasons why, in spite of steadily decreasing manpower, we have been able to produce a continually rising volume of work in terms of calls answered, arrests made, traffic citations issued, and services rendered to the community. There is, of course, a limit to the production which can be expected of an officer, regardless of the efficiency involved.

In these days of recession, rising prices, and threats of tax strikes, it certainly behooves every police administrator to review the distribution of his patrol force and ask himself if it is being effi-

ciently utilized. Just like Sergeant Friday, of "Dragnet" fame, says, "Look for the facts!"

Facts are extremely valuable to you, both in determining your deployment and in withstanding pressures for unwarranted redistribution. As was said a long time ago:

"Facts have the everlasting grandeur of stars. They are beyond the reach of clouds and fog—both natural and man made. Although some men shut their eyes—stars continue shedding light. Similarly, facts have an enlightening constance, despite swirling storms and confusion.

"Darkness merely intensifies the light of stars. "Facts remain visible and invincible."

How factually defensible is your patrol force deployment?