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NOVEMBER, 1969

PREFACE

The recently released report of the National Commission on the Causes and Prevention of Violence, whose chairman is Dr. Milton S. Eisenhower, contains some startling predictions of American life in the future. To many people, the report may appear to be pure fantasy. Closer inspection of life today, however, should quickly convince us that the predicted future may be today's reality. The Eisenhower report mentions that buses and subways will have one or more guards riding shotgun in each vehicle. In many cities, similar conditions exist today. The New York Transit Police perform this type of duty as their primary function. Philadelphia Police have patrolled their subway stations with police dogs by their side. Many bus companies are using script and tokens instead of money for fares because of too many robberies. Recently, local bus and cab drivers petitioned for the right to carry weapons for self protection. It is a known fact that plain-clothes security officers have been aboard some buses operating in high crime areas. In reality it is more fact than fancy that the shotgun rider of stage coach days may indeed have already returned to the modern scene.

Window shopping, a favorite pastime for young and old, is on the decline today. Modern architectural design is producing windowless buildings which make them more secure from vandalism or attack. Counting bricks in a wall is hardly recreational but you can not blame the merchant, to whom robbery and burglary insurance is virtually unobtainable, for seeking other means to protect his business.

Do you remember reading stories about how people lived in the feudal days? For their own safety, they lived in communities surrounded by high walls guarded by sentries. The Eisenhower report states that future suburban homes will have barred windows and elaborate electronic alarm system. Apartment complexes will be lighted and walled, and patrolled by guards. Believe it or not, much of this prediction has already come to pass in several of our local Miami communities.

When was the last time you went downtown in the evening? The abandoned central city of the Commission's report is not too far removed from what exists today in the City of Miami. Few people enjoy the pleasure of freely visiting the downtown area as they did in the past. Are we not now rushing to the security of our homes after work, leaving the central city to the "predators" who slink out of the shadows to prowl the streets and alleys through the night?

Vigilantes will cruise residential streets, the report says. They not only will but they are! Such groups have been formed in communities across the nation. Recent examples are Newark, New Jersey, and even more close to home, Broward County. Some groups have gone as far as to have scheduled firearms practice. Equipped with two-way radios they patrol their neighborhoods in private cars.

Yes, life in our nation is changing. Our very way of life is being altered by the heavy toll of crime. Each day draws us into a deeper concern for our personal security. Dr. Eisenhower states that, "The criminal justice system will have to be modernized, coordinated, and have its financing at least doubled." That is what the following report is all about.

MIAMI MODERN POLICE DEPARTMENT

The Miami Police Department is offering a new and innovative proposal in the fight against crime - an opportunity for your police department to have a realistic chance to stifle crime and, at the same time, increase the efficiency of the taxpayer's dollar.

How strange it is that these two suggestions are offered as new and innovative! Everybody wants to reduce crime and save taxpayer's money. But in today's electronic age your police department is struggling along with outdated systems and equipment.

We propose to remove the obstacles to more effective law enforcement; we propose a fair chance in the war on crime. We propose a Miami Modern Police Department, and opportunity for your police department to develop 20th century capability for response to 20th century problems.

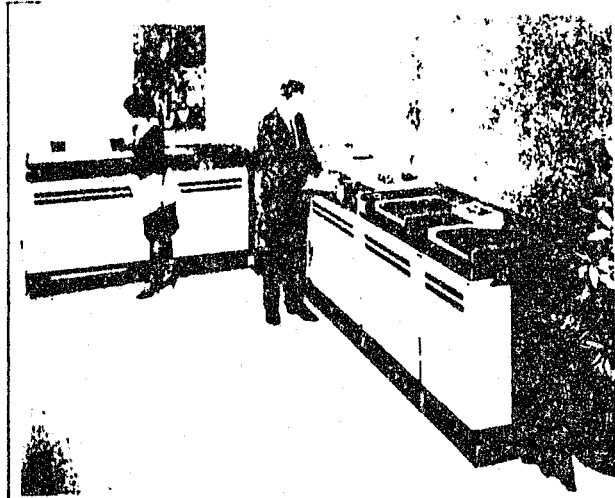
The Miami Police Department realizes that many of its present systems are outdated. Tax money is consumed to patch and upkeep the present antiquated procedures, with resulting loss of efficiency of the total police department. In the long run, operating on a modern technological level will more than compensate an initial money outlay to establish that level. This is the logic behind our Miami Modern Police Department.

The Miami Modern Police Department will have a new image - businesslike law enforcement geared to the needs of the community. Its businesslike characteristic will come from its administrative approach to law enforcement, carving away inefficiency and costly antiquated procedures. The Miami Modern Police Department will have two ambitions: professional public service law enforcement and flexibility to meet changing needs of a growing community.

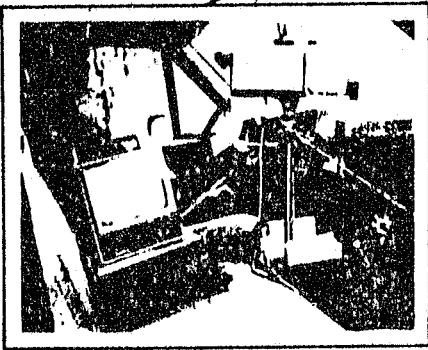
The Miami Modern Police Department is a model, or concept, of a truly efficient law enforcement agency in the City of Miami in 1975. This Modern Police Department will be flexible enough to meet the most challenging needs of our growing and changing society.

There are two basic ingredients which will go into our Modern Police Department - computer systems and electronic communications systems. It is interesting to note that private industry, supported by its public stock, has successfully used computers and electronic communications for many years. So great is industry's dependence on these mechanical aids that, if they were removed, industry as we know it today would collapse.

EQUIPMENT



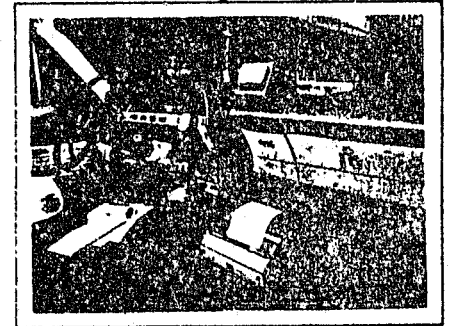
COMPUTER



VIDEO SURVEILLANCE



HELICOPTER

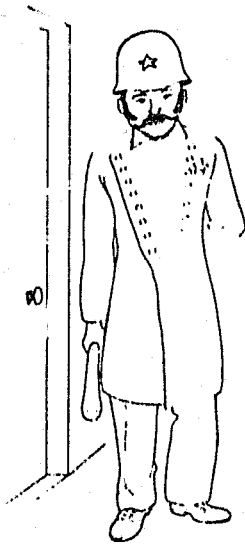


MOBILE TELEPRINTER

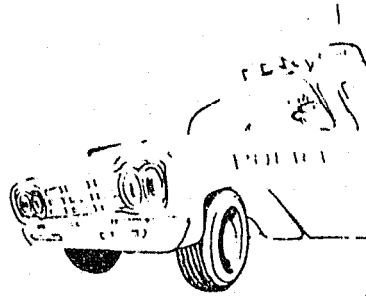
The Miami Modern Police Department will be financed by a twenty million dollar bond issue. The estimated costs are as follows:

<u>Building</u>	\$11,000,000
(This does not include a non-bondable \$5,000,000 for furnishings)	
<u>Computerized Information Handling</u>	7,000,000
<u>Other Electronic Equipment</u>	1,600,000
<u>Consulting Assistance</u>	<u>400,000</u>
<u>TOTAL</u>	<u>\$20,000,000</u>

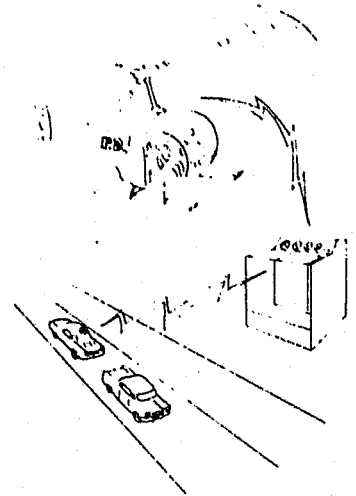
But before we acquaint ourselves with the Miami Modern Police Department, let's take a brief look at our police department as it has progressed since the city was incorporated.



PAST



PRESENT

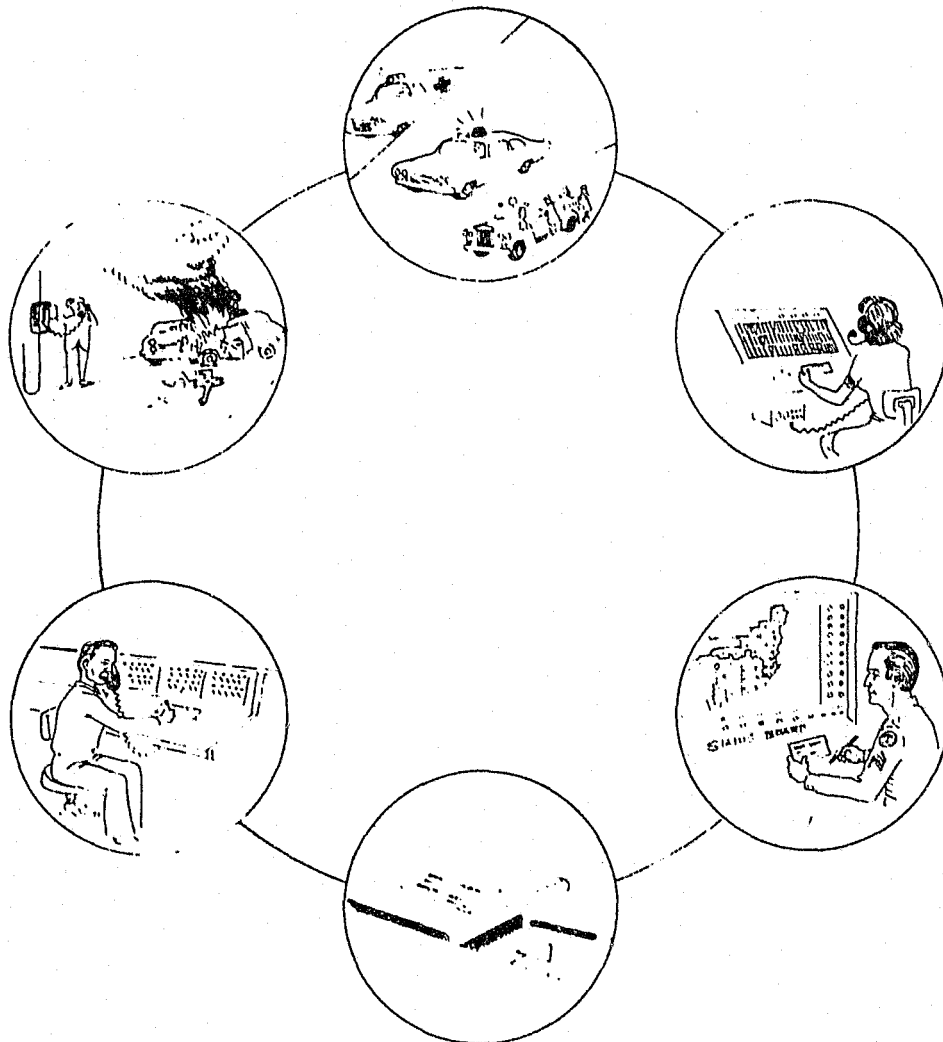


FUTURE

The Police Officer's first method of patrol was, quite naturally, via his own two feet. This is still a valuable method today, given electronic assistance. He walked a beat offering security only to those living in the area. Crime soon became motorized on four wheels handicapping our beat man's effectiveness. Dick Tracy had his two-way wrist radio by this time; the beat police officer was just asking for a car. He got his police car, only to discover that his lack of communications kept him one pace behind criminal activity in his area. Twenty years ago, Dick Tracy was still performing wonders with his two-way wrist radio and occasionally was airborne in light planes. Our now motorized police officer was finally equipped with a two-way car radio.

Unfortunately our brief progression ends here. It ends, while Dick Tracy is waging his perpetual crime war on both the earth and moon with anti-gravity personnel platforms and two-way television transceivers. It ends, where computers have long been commonplace in industry. It ends, with the police officer left virtually untouched by the electronic revolution.

Let's see just what happens when you, John Q. Citizen, request the police to your home or business. You dial a number and a police complaint clerk answers your call.



He puts brief pertinent information on a card and places the card on a conveyor belt which carries it to the complaint sergeant. He in turn looks at a status board and determines which available police car is closest to your location. The sergeant writes the proper car number on the card and sends it, on a conveyor, to the proper dispatcher. The dispatcher raises the car on the radio and relates your request for police. The police officer, now aware of your need, proceeds to your aid.

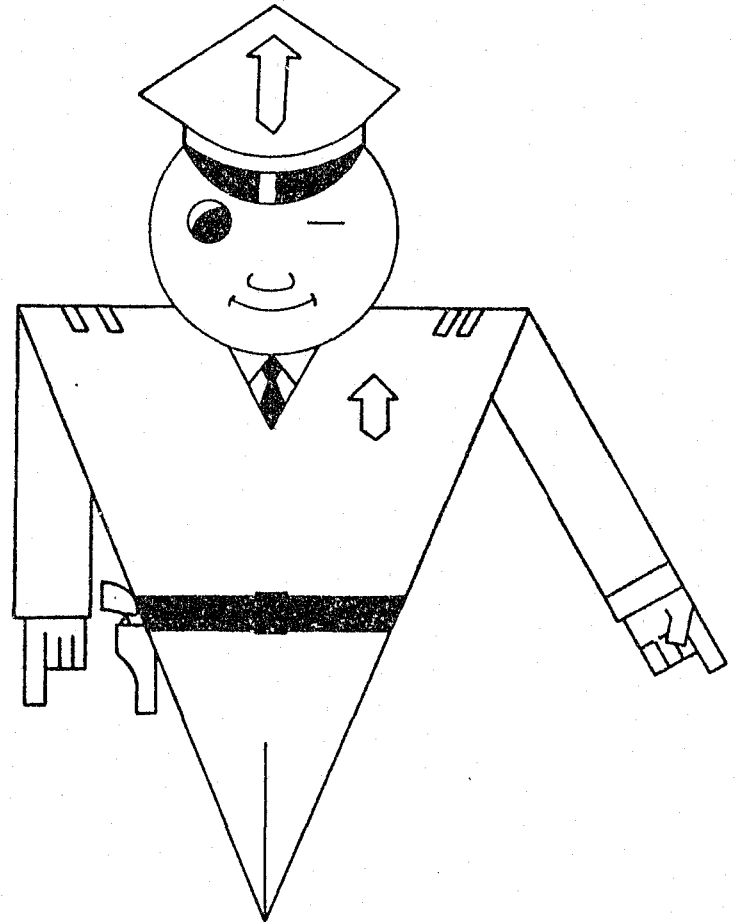
Notice the number of hands through which your call for assistance must pass before it arrives to the police officer on patrol. Valuable time is spent while the card travels on the conveyor, and the entire process lends itself to delay and to error.

The Miami Modern Police Department proposes a computerized dispatching process involving a fraction of time spent today and virtually eliminating error. Captain Concept, spokesman for the Miami Modern Police Department, will show us the modern dispatching system.

ELECTRONIC DISPATCH SYSTEM

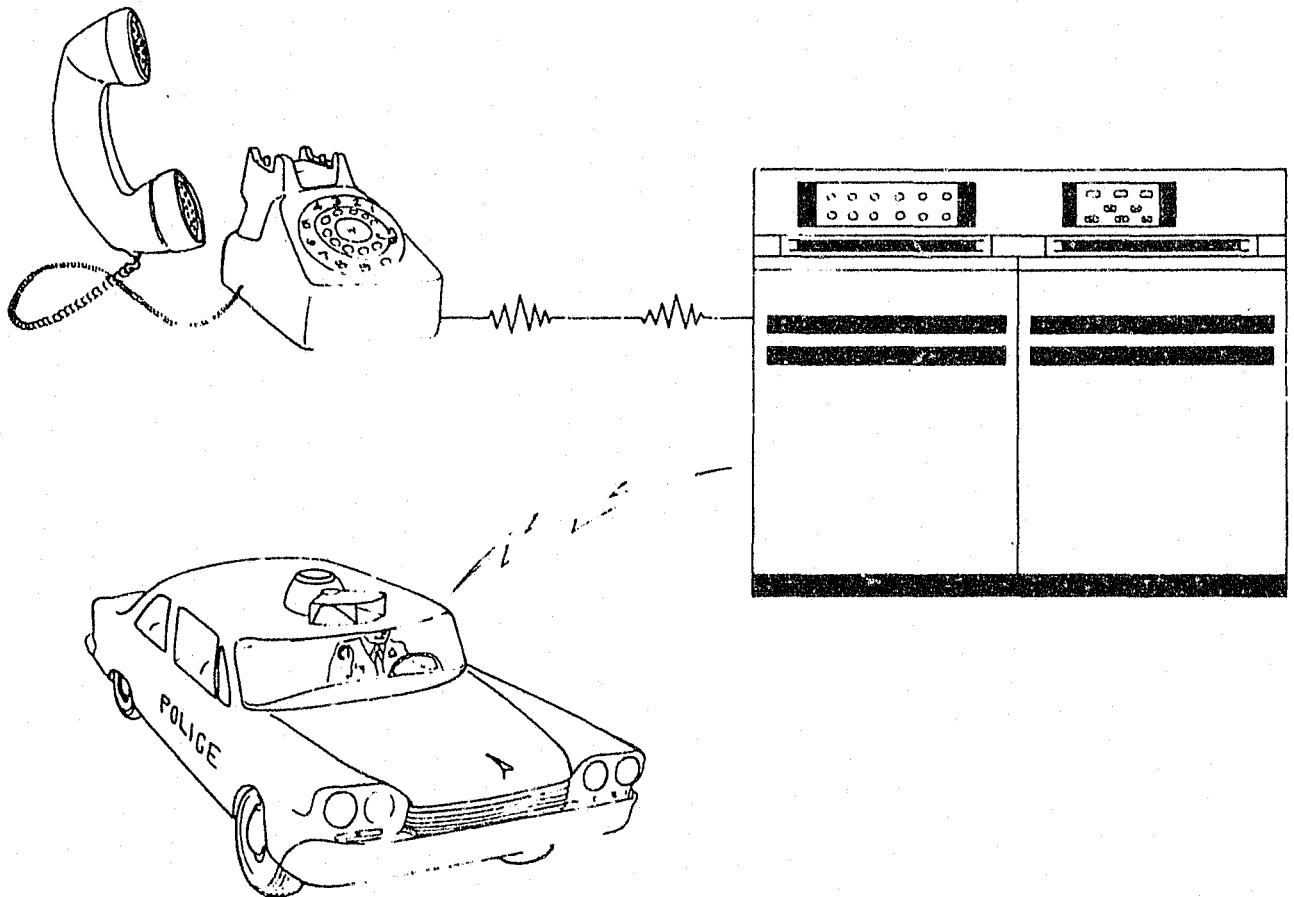
The most important service of police operations is a rapid response to a citizen's request for police assistance - get the police officer to the scene. Remember, earlier in our discussion, when you saw the present system for handling your request for a police officer? The complaint clerk relayed your request on a card through a chain of human hands and minds, and it finally was radioed to the police officer.

The police dispatching system of the Modern Police Department, called an Electronic Dispatch System, is unique in several ways. First, and most important, it is fast. The police officer on patrol knows of your request for police seconds after your call. Secondly, human error is virtually eliminated because your request for police is handled by only two persons - a sector controller who receives your call, and the police officer who arrives to your assistance.



HI /
I AM CAPT.
CONCEPT.....

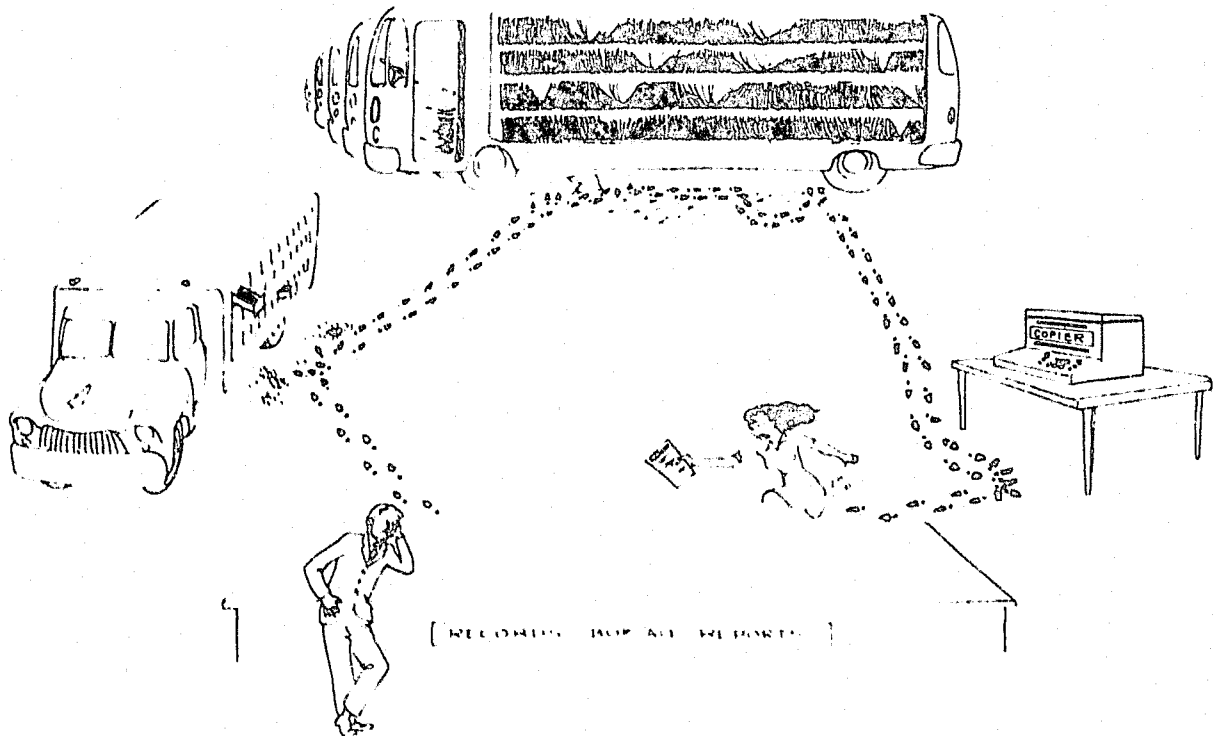
Here's how this Electronic Dispatch System works. You need a policeman. You dial the police number. Your telephone call is automatically relayed, by an incoming grid system to a sector controller, a policeman. He quickly types your request for police into a computer. The computer through an automatic car locator instantly teletypes your request to the nearest police car. An officer receives the call for police on his teletype console mounted in the front seat of his car, and your original request is in printed form in the hands of the nearest policeman.



Within seconds of your phone call, through modern communications, a policeman is on the way to your aid.

The records keeping section of the police department is also on the must improve list. The police must keep records of arrests, crimes, losses, fingerprinting, and crime information. Insurance claims, court decisions, and apprehension of criminals rely on records kept by a police department. The present records system is blacklisted because it generates waste and delay.

Let's take you, Mr. Citizen, to the records section of the police department, where you ask for a copy of a report made a year ago. The clerk must search through a filing cabinet about the size of a small truck to find the index card with your name.



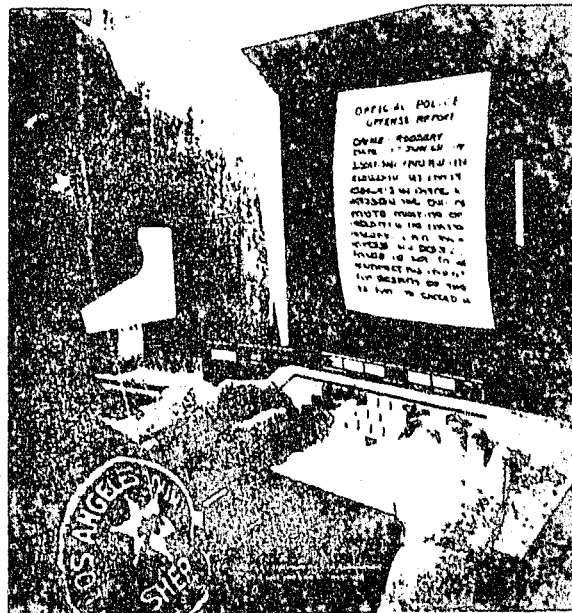
Once she locates the card and gets the report number, she then searches for your report in another filing cabinet about the size of a large bus. When she finds it, she then trudges off to make a copy for you. You finally get your report at the sacrifice of your valuable time.

If you think you're getting off easy by just losing your time, you'd better look again. Your tax dollar is supporting the care and feeding of this paper monster in which time is wasted in paper shuffling and searching, and accuracy depends on human hands and minds. Wasted time and lack of constant accuracy mean wasted money. Your money!

DOCUMENT RETRIEVAL SYSTEM

The telephone company keeps its records in a computer which sends you a personal computerized letter each month. The Miami Modern Police Department proposes a similar records keeping computer system; although you won't receive monthly letters, you will reap benefits in the form of efficient use of your tax money and truly professional police service. We will now see this computerized records keeping, called a Document Retrieval System, in action.

DOCUMENT RETRIEVAL SYSTEM

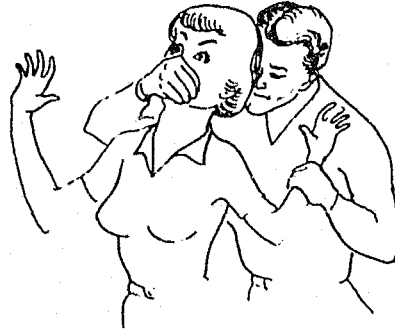


The report which was made by Officer Future when you called for police assistance, is stored in this system. Perhaps, a year after your police report was made, you want a copy of this report. You simply state your name and the clerk types it into the computer. Your report is suddenly staring at you from the table video console. After touching another button, the machine spits out a hard copy of the report for you. Are there any doubts about the much greater efficiency?

WHY WE NEED MODERNIZATION:

Changing needs of our community include its requirements for police protection in the future. The following forecasts will show you some of the 20th century problems with which the Miami Police Department must cope.

RAPE



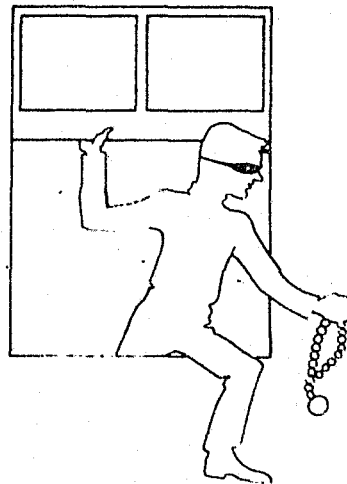
AT THE PRESENT RATE:

In 1975 major crimes in the City of Miami will be 40% more frequent than now.

UP 89%

In 1975 in our community, the crime rate of rape will be 89% greater than at present, robbery will be 16% higher, and burglary will have increased 67%.

BURGLARY



In 1975 our city's traffic accidents will have multiplied 34%, accompanied by a 44% increase in total injuries and an 80% increase in total traffic deaths.

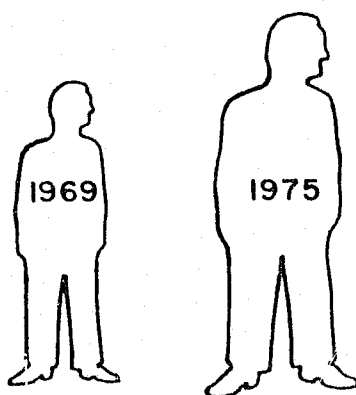
UP 67%

This is a dismal picture of what we will face five years from now. It is frustrating to the police who are faced with the prospect of confronting even greater problems with today's inadequate resources.

As we noted, this crime forecast is only an estimate based on past crime trends; it is not yet a reality. The Miami Modern Police Department makes no claims to reduce crime by some percentage in the future. The Modern Police Department is, however, a promising alternative to the present crime fighting methods; it is a realistic opportunity for your police to challenge the threat posed by increasing crime rates.

Other changing aspects of our city are in the nature of the community itself. A police department's ability to control crime is related to its flexibility in meeting changing standards and social characteristics. As these conditions change, so do law enforcement requirements.

POPULATION



UP 10 %

The City of Miami anticipates many important changes including an overall population increase of 10%. The present urban re-development in our community will continue; an expansion of Miami as a home base for retirees is forecast, and finally, we will not be forgotten by our perpetual tourists.

Other forecasted changes include the appearance of many high-rise apartments and a down-town branch of a Junior College. All will have their effect on police responsibilities, performance levels and needs.

HOW ABOUT THAT \$1,600,000 FOR SPECIAL EQUIPMENT?

The Miami Modern Police Department proposes CLOSED CIRCUIT T.V. CAMERAS to be strategically placed in high crime areas. These would be monitored at the police Operations Control Center.

REMOTE RADIO CONTROL is another part of the model. It is a simple switch device, installed by businessmen, that would trigger an alarm at police headquarters, or at an intersection adjacent to the beat police officer. The device could be tied in to the computer dispatching system so that a call for help would be received by the nearest available officer without going through the police switch-board or sector controller.

A vital part of the Modern Police Department will be a MOBILE COMMAND AND TACTICAL UNIT. This is a computer-equipped video transmitting and receiving station, which could serve as a mobile command post in disaster areas.

Officer Future will be briefed, before going out on patrol, with a CAROUSEL LIBRARY containing instant visual and audio information. This mechanized information library will even give a mass produced cassette tape to each officer. As the policeman is driving out of the police building, his car console tape player will be updating him on the current crime situation in his patrol area.

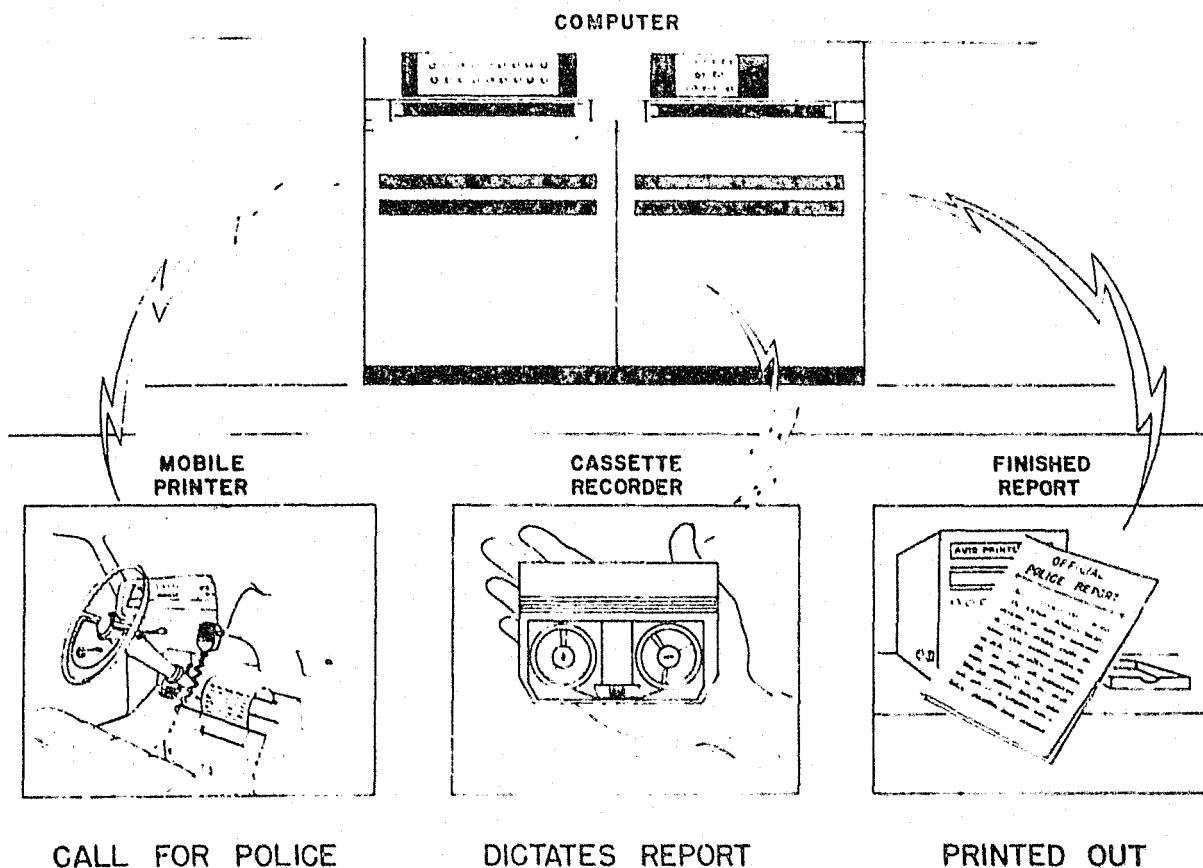
A portable LASER BEAM VIEWING apparatus will permit its operator to see through fog, heavy rain and hurricanes.

Police stake-outs and other appropriate night-time operations will be assisted by eyes that can see in the dark - LOW-LIGHT-LEVEL T.V.

A VIDEO FILE will aid suspect identification through video consoles in police vehicles. This system will retrieve and transmit still photographs and fingerprints to the police cars for on-the-scene suspect identification. The system will be adaptable to a TACTICAL OVER-LAY FILE in which any area of the City may be quickly displayed on viewers while handling crime in progress, disturbances, etc.

A thorn in the policeman's side today is the report writing chore. Sometimes a police officer will spend an hour or more, of an eight hour tour of duty, writing lengthy and detailed reports. Police reports are necessary, but the time spent writing them by hand is not. Not only does the time spent writing them keep the policeman from patrol, but time spent is money spent. Inefficient! Unbusinesslike!

MODERN REPORTING



In the Miami Modern Police Department, after he resolves a call, Officer Future dictates his report into a hand-size tape recorder. He then removes the tape cassette and inserts it into his police car console. While Officer Future resumes patrol, his taped report is being automatically transmitted to police headquarters. A secretary transcribes his oral report to a neatly typed copy. The finished report is placed in the Document Retrieval System, available for instant retrieval.

VERTICAL PATROL

The Miami Modern Police Department will have three helicopters. Helicopters have been used successfully in police patrol for twenty years. Today 115 are used by law enforcement agencies in 44 American cities.

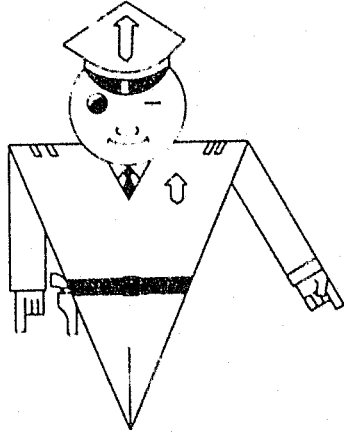
The use of police helicopters has been documented by a United States Department of Justice project in the city of Lakewood, California. The final report of this study, "Project Sky Knight," reveals a major reduction of crime in the city, and enthusiastic public approval. Helicopter patrol is a proven technique for preventing crimes and apprehending criminals. With a helicopter in the sky, surface police patrol gains a third dimension. The observation potential of a helicopter is ten to one over car personnel. Its obvious presence to large numbers of people amplifies police patrol's prime function, prevention of crime. The increasing number of high-rise apartments has forced law enforcement to consider more effective methods of vertical patrol. Helicopters, in the long run, will be the least expensive method of providing service. There is no question that more and more private, commercial, and public buildings will have space for heliports or roof top landing sites. The benefits in terms of faster police service are obvious.

In addition, there is no question that helicopters are far superior to small vessels for patrolling beaches and waterways. Besides its invaluable patrol function, the helicopter is ideal for medical evacuation, traffic surveillance, and searches. All in all, the versatility of the helicopter is as varied as the demands for police service.



Efficiency? The use of the helicopter does not involve any appreciable increase in manpower. Equivalent manpower is, in the long run, more expensive than the helicopter. Additional manpower creates the need for perpetuating salaries and pensions. The cost of the helicopter, after the initial purchase, is minimal in view of its capabilities.

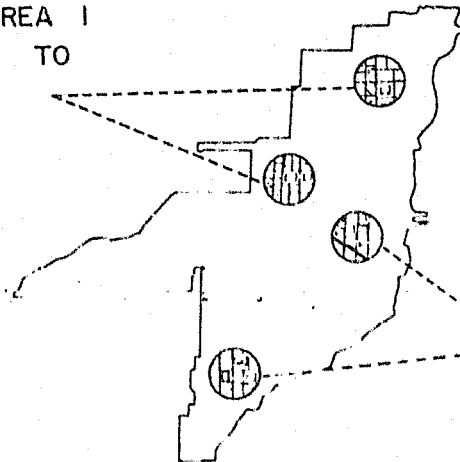
WHAT WILL THE \$7,000,000 COMPUTER SYSTEM DO?



Captain Concept of the Miami Modern Police Department, will have a computer system to assist him.

A POLICE MANAGEMENT INFORMATION FILE will be a vital part of the Miami Model Police Department. It will contain information on all complaints, arrests, offenses, accidents, personnel, budget, property control, and manpower allocations. Data essential to businesslike administration can be immediately extracted from this file.

LEVEL OF POLICE
SERVICE AREA 1
COMPARED TO
AREA 2



INCREASE IN CRIMINAL
ACTIVITY AREA 3
COMPARED TO AREA 4

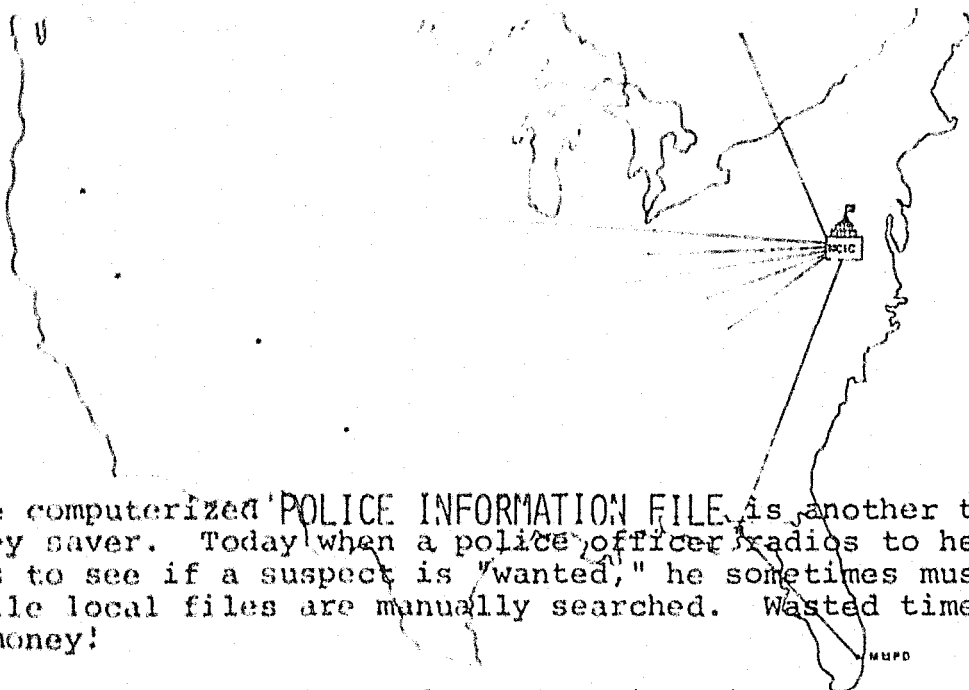
Computer programming of the changing crime pattern will rapidly indicate how and where police manpower must be deployed. The mountain of crime information, now engulfing the police, will grow as the community grows and changes. This information can be handled efficiently only by a computer. With these aids, a Modern Police Department will be responsive to the changing police problems which accompany changes in community characteristics.

But, this is only the beginning of the uses of the computer.

The SUSPECT MODUS OPERANDI FILE stores, and makes available for instant retrieval, all data on a suspect's name, alias, associates, habits, techniques, and a complete physical description.

A SUSPECT-OFFENSE COMPARISON FILE will be an electronic file with all known offense data which will be continuously compared against suspect data.

COMPUTERIZED POLICE INFORMATION

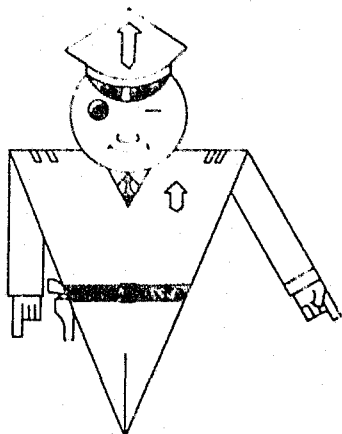


The computerized POLICE INFORMATION FILE is another time and money saver. Today when a police officer radios to headquarters to see if a suspect is "wanted," he sometimes must wait while local files are manually searched. Wasted time, wasted money!

The electronic Police Information File will tell the police officer, seconds after his request, if his suspect is wanted. It will also contain information on stolen cars (by license number and identification number) and other stolen property. It will give the police officer instant information on driver's licenses, gun registrations, and criminal histories.

The Federal Bureau of Investigation has a working computerized system which will instantly tell if a suspect is a wanted felon or if a suspicious car is stolen. The present Miami Police Department is already a part of the Federal Bureau of Investigation computerized crime network. It is somewhat of a paradox that we can obtain information on felons wanted in other states faster than we can get information on local hoodlums. The computer, along with the teletype console in the patrol car, will eliminate this drawback to efficient police service.

THE BUILDING, A \$11,000,000 REQUIREMENT:



Captain Concept will be well equipped to provide his community with the police service it deserves. However, an item is lacking to this point. He needs a new home! The proposed office building will not be the old fortress type so characteristic of police buildings. It will be functional from ground-level public parking to its rooftop heliport, yet so modern that it will not have the usual jail and laboratory facilities.

It is an undeniable fact that the current police facilities are hopelessly inadequate. The present building is a box-type structure which has been termed a 20th century maze by visitors. The structure was inadequate from the day it opened, and since then valuable space had to be given up to provide the barest telephone equipment. Several functions have been moved to facilities away from the Civic Center area, and still the building is terribly overcrowded. There is no way possible for the existing structure to absorb or adequately house the equipment and other facilities necessary to make a modern police department a reality.

Floor space requirements, including housing for the computers, has been estimated at 360,000 square feet. Today's construction fees are based on a \$30. per square foot estimate. The net result is projected cost of almost \$11,000,000. The cost is offset by the fact that thirty years from now, when the Miami Police Department could employ as many as 1500 persons, the building will still be in use.

In addition to the offices, Captain Concept's future home will have meeting and conference rooms where the public and civic groups may participate in law enforcement seminars and similar meetings. The police training facilities within the same building will also be available for use by youth organizations and school groups.

The building will be the epitome of efficiency, molded around and complementing its contents. As the final pieces of the jig-saw puzzle, the computer and electronic systems will perfectly interlock into place in the building. The product will be a utilitarian structure that will act as a keystone to the Miami Modern Police Department.

IN CONCLUSION:

Today, as in the past, the police are plagued by inadequacies. They are struggling with unbusinesslike procedures, antiquated records systems, field report writing, and jails. Add to these the formidable task of keeping pace with swelling crime information and the urgent need for instant electronic communications.

If your business were operated on the same efficiency level imposed on your police, you would not be in business for long. However, due to its obvious need and its dedicated personnel, your police department won't go out of business. Since we will always have a police department, why not give it the opportunity to serve its community effectively? Why continue inefficiency in a business to which we all entrust the protection of our lives and property?

The public deserves and should demand better police service. To achieve this aim, we are offering you a Miami Modern Police Department.

Not only will the Miami Modern Police Department be the central law enforcement hub in Dade County, but we envision our new department to be a model police laboratory for the United States. No police department has ever undertaken a project such as we propose.

To summarize what has been proposed, we can point to these things:

The 20th century Miami Modern Police Department will be composed of two essential systems: a computerized information handling system and an electronics communications system. Cost: \$7,000,000.

To complement these systems and further expand the capability of the Miami Police Department, various items of equipment have been recommended ranging from helicopters to closed circuit television monitors. All of these proposed items are presently utilized by various public and private organizations with clearly demonstrated success. Cost: \$1,600,000.

A new police building has been planned to house the new police and their equipment. The building is proposed to meet the needs of the City of Miami at least to the year 2000. Cost: \$11,000,000.

The implementation of the Modern Police Department will be a tremendously complex process requiring a great deal of knowledge and skill. To achieve our goal of a Modern Police Department and to insure that the taxpayers monies are wisely invested we must employ the services of professional consulting firms. They possess the necessary scientific and technical skills to advise us on the development of a Modern Police Department. We need the professional counselling assistance on a continued implementation phase. The cost would be \$80,000 per year for five years. Cost: \$400,000.

Let's recap the total price tag on the Miami Modern Police Department:

<u>Building</u>	\$11,000,000
<u>Computerized Information Systems</u>	7,000,000
<u>Equipment</u>	1,600,000
<u>Professional Consulting Assistance</u>	<u>400,000</u>
<u>TOTAL</u>	<u>\$20,000,000</u>

The federal government has law enforcement high on its priority list. It has underwritten research projects and has made money grants in the field. We believe that the uniqueness of the Modern Miami Police Department will inspire federal monies to assist in its becoming a reality.

The Miami Police Department intends to be part of the electronic revolution. We are determined to enter into the 20th century stream of knowledge. But without public support the Miami Modern Police Department will remain only a dream; professional law enforcement will remain a dream; and inefficiency and tax-money waste will continue a reality.

By raising their quality of resources, your police will have a realistic chance to control crime. We don't want Dick Tracy's anti-gravity personnel platforms - not yet! We want to bring ourselves up to the present so we can prepare for the future. We want, and the community needs and should demand, the Miami Modern Police Department.

PREPARED BY THE PLANNING UNIT
THROUGH TEAMWORK WITH ALL OTHER
SECTIONS OF THE CITY OF MIAMI
POLICE DEPARTMENT.



END

7. 11/15/1944