

[28 Oct 1974]

SOCIAL CONFLICT TASK FORCE REPORT

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REPORT OF THE SOCIAL CONFLICT

TASK FORCE

FOR: Honorable Coleman A. Young, Mayor, City of Detroit
Members, Detroit City Council

October 24, 1974
For Discussion by Detroit
City Council on Monday,
October 28, 1974

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SUMMARY OF RECOMMENDATIONS OF THE SOCIAL CONFLICT TASK FORCE

A. Recommendations for Training:

- (1) A training course for all officers of the Detroit Police Department which would include crisis intervention skills.
- (2) The training to be done by Criminal Justice Institute and Detroit Police instructional staff.

B. Referral Mechanisms and Community Resources:

- (1) A small referral manual should be prepared for police officers to use, and social agencies should set aside time to work with persons referred by police officers.
- (2) The concept of a Family Court should be explored.

C. Task Force:

- (1) A task force should continue to monitor the development of the training program, and the effectiveness of referral mechanisms.

D. Police Priorities and Allocation of Personnel:

- (1) Re-evaluation of the priority system of the Detroit Police Department in relation to social conflict crimes.
- (2) Re-evaluation of the training of 911 operators.
- (3) Attention to development of a service award system for officers' expertise in handling social conflict crimes.

SOCIAL CONFLICT TASK FORCE REPORT

DETROIT IS MURDER CITY! That is what the headlines read-- but IS IT TRUE?

The number of homicides creates fear among city residents and hostility in the surrounding community; the facts: 50.6% of the homicides in 1974 were between people who knew each other--spouses, friends and neighbors.^{1/} These are "social conflict crimes". An argument reaches a point where one person says to another "I'm going to kill you if you don't..." and they do.

The police are often involved in the social conflict situation--they are the most easily available through a phone call; they come quickly and they handle violence. The police become the 24 hour service agency--the last resort: "If you don't get out of here, I'm going to call the police". This is the problem which led Councilwoman Maryann Mahaffey to request the City Council, through a resolution on June 12, 1974, to establish an ad hoc task force on social conflict crimes. The task force was given the mandate to develop curriculum recommendations and implementation proposals to train Detroit police officers in the handling of social conflict situations. Further, the task force was asked to develop effective and efficient mechanisms for referrals. This required examination of existing resources for emergency and counseling services and police training in Detroit and elsewhere.

METHOD OF STUDY:

The task force membership included representatives from agencies that have knowledge about social conflict, expertise in defusing and mediation, and those that deliver direct services. The Detroit Police Department, the Criminal Justice Institute, the Family Service Association, Mental Health Board and City government were represented at the weekly meetings of the task force. (Attached is a list of the specific agencies and organizations represented.)

1/

Reported by Police Chief Tannian at City Council Meeting

The task force examined many different proposed methods of handling social conflict situations. Crisis intervention programs conducted by police departments and other law enforcement agencies in other parts of the country were examined for their training techniques, their effectiveness, and the referral mechanisms and availability of services. A team including representatives from the Detroit Police Department visited five cities in the San Francisco Bay area to look at possible intervention models. Phone contacts were made with the programs in Kentucky, and there has been extensive consultation with the Police Foundation in Washington, D. C. One member of the task force attended an F.B.I. seminar on social conflict in Virginia; others attended a Regional L.E.A.A. Conference in Chicago.

THE PROBLEM:

Professor Morton Bard has stated that "While family life has a moderating effect on suicide, it rather stimulates murder" (especially when under- or unemployment is present). While it may be difficult to accurately count the number of crimes that are a direct result of the explosion of violent emotions between people who know each other, this constitutes a very large number of assaults and homicides. The Police Department reports that the reason given for killing in 270 Detroit homicides in 1973 was an argument.^{2/} Thus far in 1974 six Detroit police officers have been killed in the line of duty; three of the six were killed while intervening in social conflict situations. Some citizens have been killed by police when police intervened. Alcohol was present in almost 50% of the cases, complicating the problem.^{3/} The tension is greater for many of our citizens who are poor, under- or unemployed, and live in areas

^{2/} Wilt, G. Marie and Bannon, James, "A Comprehensive Analysis of Conflict Motivated Homicides and Assaults--Detroit, 1972-73", Published May, 1974.

^{3/} Detroit Medical Examiner

of the city already plagued by other problems. 80% of the victims and 85% of the perpetrators of social conflict motivated crimes in Detroit are black citizens.^{4/}

Intervention in many of these conflict situations has been traditionally done by the police. The police offer the only 24 hour mobile service where officials have the immediate capability, legally and physically, to get to the location within minutes of a call in most cities. The police are capable of responding quickly any time, day or night. They are highly visible, available, and can provide the shock of authority that will quickly offer a chance to cut off an argument. The police service is free, and therefore more easily available for poor people.

The Detroit Police Department practice (by policy and officer behavior) views many social conflict situations as "civil matters" and not as a police responsibility. There are several reasons for this point of view--(1) the volume of service demands for emergencies involving immediate physical danger and crimes in progress; (2) the lack of specific training for police for mediating social conflicts, and (3) the current service award system which emphasizes arrests and convictions. In the meantime, an estimated 25% to 30% of the calls per week to 911 are in the social conflict category.^{5/}

Traditional police work has been the pursuit of criminals and performance of patrol duties. Intervening in social conflict disputes is often seen as "social work" and is a less desirable assignment for the police officer.

Currently the Detroit Police recruit receives a total of seven hours of lecture-type training in topics specifically related to social conflict

^{4/} Wilt, G. Marie, op. cit.

^{5/} Based on ongoing research by sociologist G. Marie Wilt

situations. He receives three hours of lecture in "Domestic Complaints" and four hours of lecture in "Handling Abnormal Persons".^{6/} The training provided to prepare the Detroit Police Officers to handle these sensitive and explosive situations follows the pattern of many other police departments across the nation. In Detroit--a woman, divorced one week, called the police several times because her ex-husband was slitting the furniture, drapes, etc.. (She had been given the house and car in the divorce settlement.) When the police finally came, they insisted it was a family matter and all would be settled if he left. She insisted that would not end it. They all left--then the ex-husband returned and broke out the windshield on the car.

The task force concluded that when one considers the gravity and critical nature of social conflict situations locally, the Detroit Police Department training is inadequate. There is currently crisis intervention training taking place in law enforcement agencies in California, Texas, Connecticut, Massachusetts, and Kentucky, where more hours are given to the training with emphasis on practice--as is true in physical fitness and gun practice. Detroit is far behind. In addition, the Detroit Police Department award system does not now include recognition for defusing volatile social conflict situations. California is currently devising such a state-wide system.

The second area of the problem is lack of contact between social agencies and the Police Department and misunderstanding of each other's roles. Social agencies do offer some evening hours and some limited shelters for people who need a place to spend the night--but there is not enough, and what is available has often not been made sufficiently known to the individual police officer. In some communities, there are "24 hour" mental health clinics, but these are for psychiatric emergencies, not relationship problems such as family conflict.

^{6/}

Terminology from Michigan Law Enforcement Officers Training Council

There is the additional problem of the social agencies who have not had blocks of time available for walk-in clients caught in a conflict situation. With few exceptions, many agencies have waiting lists for service, and two friends threatening to shoot each other don't need to be told to get at the end of the waiting list. The United Community Services Directory is cumbersome and not designed to meet the needs of the patrol officer.

The twenty-four hour "Community Information and Referral System" is useful for some. Crisis lines, and community arbitration are among other supplementary options--but the police should be able to make a direct referral to an agency.

The experience elsewhere has been that once a situation is defused, 75% of the people can wait until Monday morning. The peak for conflict is week-ends and pay days. Most families successfully referred in other cities which have a crisis intervention program need from 1-3 interviews, only 5% become longer term clients. Experience also shows that some clients return to the agency 6 months later, instead of calling the police. The families referred by the police have the same problem as those who find the agency on their own--the problem is that many don't find the agency on their own, or are afraid they will not be seen immediately. In Richmond and Oakland, California, social workers set aside blocks of time on Mondays and evenings, and other days, in order to insure immediate service to police referrals. This has proven successful.

In Chapel Hill, North Carolina, Lansing, Michigan and Hayward, California, social workers are on duty in police precinct buildings and available to offer further mediation and referral. The task force has found a clear need for agencies to have more evening and week-end hours. More services need to be made available via a referral system that might include schools, McHRD, Model Neighborhood Agency, hospitals, union social service committee members, plant foremen, union stewards, and mental health clinics. Neighborhood organizations,

ministers, etc., could also be helpful. The staff in non-traditional settings would in many instances need orientation in making referrals. (This might be offered through agencies with recognized standards, or the schools of social work.) The police cannot do this without special training; neither can citizens.

Often problems are exacerbated during holiday periods, and many of the arguments start after a bout of drinking. The argument may begin at the neighborhood bar--which points up the need to involve the neighborhood (family) bars--including the bartender and waitresses in mental health training as in Racine, Wisconsin (see appendix). This would include referrals and the development of an early warning system for the family. The problem of social conflict also stems from work tensions or money borrowed but not repaid on time, indicating a great need for debt counseling.

The third area of concern is the initial contact of the citizen with the police force. The phone operators at 911 assign call priorities on the basis of current police policy and determine if a patrol car should be sent. The task force proposes that 911 operators receive similar training as proposed for police officers. The task force also believes that the priorities should be re-evaluated. Currently a "family call" is low priority. If a weapon is reported, the call ceases to be a family call and becomes a "man with a weapon" and moves immediately to top priority. Some people now claim a weapon is in hand or a breaking and entering is in progress in order to obtain immediate police intervention.

An example of the calls that come to 911 which the operators cannot dispatch a car to follows:

A 15 year old girl calls into 911 screaming that her mother was hitting her and beating her. She cried that she was frightened that her mother would kill her. The operator said that this was not a police matter and hung up.

RECOMMENDATIONS:

The recommendations which the task force makes are a beginning step in dealing with this difficult problem. Obviously the Detroit Police Department needs to be representative of the racial makeup of the City of Detroit; however, every officer needs more training in handling people, especially people with the problems created by arguments and other kinds of conflict situations. Officers in cities such as Richmond, California, with similar racial and economic population mix as Detroit, swear to the value of the training. They feel safer, and report a reduction in repeat calls from families.

(A) RECOMMENDATIONS FOR TRAINING:

1. An initial 40 hour crisis intervention training program and ongoing in-service training should be developed for all officers. Curriculum similar to the training methodology developed by Drs. Jeffrey Schwartz and Donald Liebman of San Francisco, California should be developed and implemented in the Police Department at the recruit and the in-service training levels. The training course offers skills in safety procedures, defusing, interviewing and mediation techniques, and referral guidelines. Conceptual issues which the training addresses include cultural issues, legal issues, and departmental procedures. This kind of crisis intervention and conflict management training at all levels of the police force, and to all patrol officers will make available skilled personnel at the mini-stations, on foot patrol, and in the patrol cars. (There have been programs in other cities which train one "special unit" in these skills,

but they have proved inadequate. Given the load of calls, cities' police departments found they could never insure that the special team would always be available or first on the scene. Therefore, experiences in those cities recommend training of all officers.) In fact, these skills are needed by all officers according to all the studies made. The task force wishes to note here that if this training program is implemented, Detroit would be the largest city ever to provide crisis intervention and conflict management training programs for its entire police force. The Police Foundation has indicated its interest in trying this program in a major city.

2. The task force recommends the Criminal Justice Institute bear the responsibility for providing facilities and Detroit police instructional staff to conduct the training, and that it be offered for college credit.

(B) REFERRAL MECHANISMS AND COMMUNITY RESOURCES:

1. A community resource referral system is a basic necessity. Social service agencies must commit themselves to working with police in this area by such means as expanded hours of operation and blocks of time set aside for Police Department referrals. If service is truly to reach the poor, then all private and public planning agencies need to examine the need for expansion of social services in this crisis area. A community resource system should include an ongoing

relationship between the social service agencies and the Police Department. The Mental Health Services Board should train and monitor a variety of informal referral sources such as bartenders, beauticians and others.

2. A family court should be an immediate goal. The nation's big city police chiefs--and the task force--support this. It would help take family conflicts out of the criminal justice system, offering those involved an alternative to arrest, and the threat of jail which only exacerbates the problems in the relationship.

(C) TASK FORCE:

A task force should continue to monitor and evaluate the development of the training program, the effectiveness of the training and referral mechanism, the liaison between the Police Department and service agencies and social service agencies' involvement in innovating new programs and expanded hours. Task force members would serve a minimum of one year. They should make a progress report on the implementation of the recommendations to the Mayor and the City Council within ninety days after the Mayor and the Council's approval of these recommendations. After the initial report, the task force will continue to make periodic reports to the Mayor and the City Council for its duration. The members of the task force should include a broad representation of the City's human services agencies, a representative delegation from the Police

Department which includes the Chief and Deputy Chief and a delegation from the Criminal Justice Institute. An immediate task would be that a sub-committee of the task force begin to work immediately on developing the referral handbook for police officers.

(D) POLICE PRIORITIES AND ALLOCATION OF PERSONNEL:

1. The task force urges the Police Department to re-evaluate the Department's priorities used in dispatching officers and patrol cars. A higher priority for "family calls" will increase the demands for police to service; yet a decrease in repeaters and danger to citizens might also be expected if the training program proposed is instituted.
2. In addition, the Police Department should re-evaluate the training offered to 911 operators and include basic interviewing skills. The training should be parallel to the training offered to police officers.
3. Attention should be given to a service award system for officers that recognizes their ability to defuse volatile situations without injury to themselves and others.

SUMMARY:

The Free Press succinctly stated on August 29, "There are no panaceas for the problem of violence in our society. The best bet it seems to us, lies in better and more professional law enforcement, a more consistent system of justice, and more awareness that crime is everyone's problem". Of course, we cannot help everyone or prevent all crime--we can make more significant inroads than we have to date.

MEMBERS OF THE TASK FORCE ON SOCIAL CONFLICT

Chairperson: Father William Downey

Association of Black Social Workers

New Detroit, Inc.

Detroit Police Department

Criminal Justice Institute

Family and Neighborhood Services

Wayne County Department of Social Services

Family Services of Detroit and Wayne County

Wayne County Neighborhood Legal Services

Michigan Inter-professional Association on Marriage,
Divorce, and Family

Detroit Police Department's Chaplain Corps

Wayne County Circuit Court, Marriage Counseling Service

Detroit Police Department's Communication Division

Equal Justice Council

Wayne State University School of Social Work

Trabajadores de la Raza

National Association of Social Workers

Wayne County Community Mental Health Services Board

Mayor Coleman Young's Office

Police release profile of '74 murder victims

By JAMES KENYON
News Staff Writer

Persons between the ages of 21 and 30 are more likely to become victims of murder than any other age group in Detroit, according to the latest Detroit Police Department statistics.

Detroit homicide victims also are likely to be black and are likely to be killed in their own homes at the hands of someone they know rather than by a stranger, the statistics indicate.

That profile of murder victims emerged from Detroit Police Department homicide figures for the first nine months of this year.

The figures, released yesterday, also show that handguns remain the most common lethal weapon in Detroit.

According to the police department data, the homicide count through September of this year was 582 -- 22 more than at the end of the same time period last year.

Although the number of murders for the year is on the rise, figures for the month of September indicated a slight decrease from the previous September. There were 70 homicides in September of this year, compared to 76 slayings during the same month last year.

Blacks continued to be the most likely victims of murder with 469 killed in the first nine months of this year, compared to 109 whites and four Mexicans.

Of defendants apprehended in those cases, 511

are black while 75 are white and 45 are unknown.

Many of these defendants, 263, are in the 21-30 age group.

In 165 slayings, the age of the murderers was not known, while persons between 31-40 and 16-20 years old were responsible for most of the remaining deaths.

More people are likely to be slain in the 13th (Woodward), 7th (Mack) and 10th (Livernois) police precincts which topped the list for the first nine months of this year with 79, 74 and 72 murders respectively.

Those precincts were followed by the 14th (Schaefer) with 47 slayings; 2nd (Vernor), with 46; 5th (Jefferson), with 45; 11th (Davison) with 39; the 6th (McGraw) and the 12th (Palmer Park), both with 36; the 4th (Fort) with 33; the 15th (Conner) with 29; the 16th (Northwest) with 24; and the 1st (Central) which had 22 killings.

Of all homicides in Detroit through September of this year, 240 were committed during or after arguments.

Of the homicides through September, 191 were committed by acquaintances; 38 by relatives; 22 by husbands or wives of the victims; 35 by common-law husbands or wives; and 110 by strangers.

The remainder, 186, were killed under circumstances where relationship between murderer and victim are unknown.

After arguments, the motives for slayings were: robbery, in 124 cases; sex, in 12 cases; and other reasons, in 77 cases. Motives behind 129 cases are not known.

Besides the home, Detroiters are most likely to be killed on the streets where 112 murders have occurred through September, followed by 36 slayings in bars.

In the same nine-month period, three persons were slain in a grocery store while 146 were killed in unknown places and had their bodies dumped elsewhere.

Handguns accounted for almost half of the killings, 304, during the first nine months of this year.

Narcotics were directly or indirectly involved in only 66 of the deaths reported through September, according to the police statistics.

Of defendants apprehended on murder charges in the first nine months of this year, 246 had previous records.

Seventeen homicides between Jan. 1 and Sept. 30 were the result of police shootings, while citizens were released on 20 of the murders after investigations showed they were justified in killing their victims, police said. Private guards killed two persons in the line of duty during the first nine months of the year.

New traffic routes listed

News City-County Bureau

The Department of Transportation has announced changes effective this week in the routing of traffic on Gratiot, Fullerton and a Jeffries Freeway ramp.

Two lanes of eastbound Gratiot will be closed between Mack and Mt. Elliott beginning Wednesday and will remain closed for a year to permit construction of a sewer shaft.

The center left-turn lane will be eliminated and parking will be prohibited to restore three lanes in each direction in this area.

The temporary entrance ramp to the Jeffries Freeway from Grand River near Oakman, which has been closed since early September, will be reopened by the State Highway and Transportation Department tomorrow. It will remain open until the Jeffries is extended to the Southfield Freeway.

Westbound Fullerton is closed between Greenfield and Southfield and will remain closed until Nov. 1 to reconstruct a portion of pavement in connection with the Jeffries interchange.

Bartenders Being Trained to Provide Counseling as Well as Drinks

New York Times

By ANDREW H. MALCOLM

Special to The New York Times

RACINE, Wis. — Lavette Kowalski never went to college. But she's got a diploma anyway. And it's a special one at that.

For Mrs. Kowalski is one of the nation's first few graduates of a new course of study to turn bartenders into amateur psychiatrists.

Not that Mrs. Kowalski and the other tavern-keeping alumni of the 15-hour course will actively treat patients. But they are trained to spot bar patrons with emotional, personal, economic or drinking problems and to guide them into professional care.

It is an innovative counseling road being taken increasingly across the country, according to the National Association for Mental Health. Spurred by the Racine course and other pioneering efforts elsewhere, groups of taxi drivers, barbers, beauticians and other occupations in similar social listening posts are founding their own informal curriculums to sensitize health members to the mental needs of their patrons.

North Dakota already requires a certificate from such a course before granting state certification as a cosmetician. "This is a rapidly growing phenomenon," said William Perry of the national association. "It's spreading so fast we can't keep track of it."

Technically, the students are called "mental health referral agents." "That means," Mr. Perry said, "they are trained to recognize the conversational and behavioral symptoms of people who need help."

Then with the aid of a post-card-sized list of telephone numbers, the bartending "psychiatrist" tells the patron where confidential counseling is available. There are three requirements: The employee must never moralize to the patron; the patron must express interest in such help; and the "helper" must not make contact with the professional counselors for the help.

Inner Motivation

"It's important that the motivation comes from within," said Ruth Weyland, who is executive director of the Racine County Mental Health Association.

Mrs. Weyland organized the course during the summer despite a lack of enthusiasm among a few tavern keepers. She gave the course a health image as money-hungry bartenders had enough problems of their own.

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the week for bartenders during football's off-season.

The first 12 students heard police officers, lawyers, psychiatrists and social workers. They discussed their own problems. They debated alternate approaches to offering aid. They toured alcoholic treatment centers and came away with a new understanding of their professional pace and even of their own home town.

"We just never knew such help was available right here in Racine," said Ms. Ethel Jensen, who helps run Russ's Tap on the south side here where beer still goes for 25 cents a glass.

Racine, a standard industrial city of 95,000 residents, just south of Milwaukee, was particularly appropriate for such a program, Mrs. Weyland said, because it has more than its share of alcoholics, many of whom worked at tedious jobs in large factories such as Racine Wire and nearby American Motors.

"Ours is a drinking society," Mrs. Weyland said. "We have to face that and deal with the problems." A Federal report said recently that alcoholism was the country's most abused drug. Nationally, it estimated there are 95 million drinkers, about 10 per cent of whom drink too much.

Much of this city's working-class social life is based on Racine's 157 bars, most of them small neighborhood establishments furnished with red vinyl stools, checkered tablecloths, a revolving lighted beer sign and a color television set on a shelf over the bar.

There, regulars come regularly to drink and talk and drink and watch and drink and show off family snapshots. Unexplained absences are investigated by fellow regulars, who also take up collections for ill donations at the Melody Mill Tavern gathered \$140 for Frank Berens, the regular bartender who was shot in a holdup.

Unusual Behavior

It is in this context that Racine's bartenders are being trained to watch for unusual behavior — talkative patrons suddenly quiet or lonely, quiet patrons suddenly aggressive, regulars appearing in the afternoon, or moderate drinkers suddenly imbibing increased quantities.

"We figure," said Russ Jensen, owner of Russ's Tap, "people let themselves go here. After a few beers they're relaxed, more honest with themselves. They can talk easier with a bartender friend than when they're tense and on guard with a doctor or a minister."

Already there have been results. Robert Sucharda of Bob's Tap has steered several couples to marriage counselors. Two men numbing in their beer over economic problems were directed to financial counselors.

Mrs. Kowalski spotted a former alcoholic about to order a drink. They talked for two hours about all the effort the man and his doctor had put in on breaking his alcohol addiction. The patron left the bar after consuming two Sevens.

"I would've listened before the program," Mrs. Kowalski said, "but I wouldn't have known how to help. By us helping people, we become better, too. I felt real good."

As currently designed, the Mental Health Association's training reach mainly males. "We haven't begun yet to touch the female alcoholic," Mrs. Weyland noted.

In the future (when the association hopes a local vocational school will take over the training), the program will include beauticians. Judging by the initial response as word seeps through the community, Mrs. Weyland figures she will need double sessions.

Sitting on a stool and sipping a soda water at her circular bar, Mrs. Kowalski agreed. "This," she asserted, "is a real good thing. You betcha."

CRISIS INTERVENTION TRAINING PROGRAM

OVERVIEW

Jeffrey A. Schwartz Donald A. Liebman

The Family Crisis Intervention Course is a pragmatic, skill oriented program designed to provide the average patrol officer with those skills necessary for dealing effectively with citizen dispute situations which he encounters in his day to day activities. The range of problems addressed are diverse; violent husband-wife fights, disputes between parent and teenager, arguments caused by alcohol or drugs, landlord-tenant disputes and other problems that arise among people in domestic situations.

GOALS:

The specific objectives of the course are:

- To reduce the potential for injury to police officers and to citizens during domestic disturbances.
- To provide constructive alternatives to arrest in domestic disturbances.
- To provide superior service to families in need.
- To reduce time spent by patrol officers on dispute calls.
- To reduce repeat calls.

COURSE CONTENT:

The course is divided into eight interrelated segments. Each segment is presented in such a way as to "build" on the previous lesson so that the skills being taught follow the sequence that actually occurs during an intervention in a dispute.

The first five sections of the course are strictly skill oriented:

1. Safety: This section focuses on procedures and preventative measures necessary to minimize the potential for violence and injury to both the officer and citizen.
2. Defusing: This section covers methods of restoring order in violent and potentially violent situations. Restoring order quickly while leaving the citizen in a cooperative mood is a necessary prelude to any successful intervention.
3. Brief Interviewing: This section focuses on techniques that can be used to quickly and efficiently acquire an accurate picture of the nature of the crisis.
4. Mediation: This teaches techniques that the officer uses to help citizens arrive at their own solutions to problems.
5. Referrals: During training the officers are given precise guidelines and supervised practice in when to refer, how to refer and where to refer. An integral part of the course preparation involves the development of a referral system precisely tailored to the needs of the street officer.

The final three sections of the course cover the conceptual issues which are important in effectively dealing with crisis situations.

6. Cultural Issues: Since an officer frequently encounters crisis situations that are ethnic or cultural in nature, he needs to be familiar with the family patterns and interactions within various ethnic groups.

7. Legal Issues: This segment covers a variety of critical areas which frequently arise in dispute situations. The major areas covered include case and statutory landlord-tenant law, juvenile law, and the variety of civil and criminal issues which arise in family disputes.
8. Departmental Procedures and Operational Issues: During this final section of the course adjustments are made and the skills learned are integrated into the on-going operations of the Police Department. The issues covered in this section include patrol procedure, communications, supervision, follow-up and feedback.

TRAINING METHODOLOGY:

Because the course focuses primarily on individual supervised skill practice, the ideal class size is necessarily small, 12 to 15 men.

Class time is spent primarily in demonstrations, practice and supervision of the new methods being taught. Actors are utilized to simulate domestic disputes and officers being trained interact in these situations. Each simulated intervention is video-taped and replayed so that the officers can see themselves and critique their own actions.

Lecture is kept to a minimum. At each class session, the officers receive detailed class outlines which allow them to participate freely in class rather than take notes. Reading assignments are also distributed at selected classes. These assignments are highly condensed and edited summaries of the best available literature. Each reading assignment includes a self-administered test which allows the officer to check his grasp of the material. The officers in training are also required to do