



Police  
Station  
Visitors  
**week**

**altus**<sup>®</sup>  
GLOBAL ALLIANCE



GLOBAL REPORT  
**2007**

Altus is a global alliance working from a multicultural perspective to improve public safety and justice. Altus places special emphasis on police accountability and on the quality of police oversight, acting as a source of knowledge and innovation for government officials, human rights activists, and citizens concerned about effective and fair policing.

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**Police  
Station  
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**GLOBAL REPORT  
2007**

**Police Station Visitors Week: Global Report, 2007**

Published by the Altus Global Alliance Secretariat

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# Police Station Visitors week

## GLOBAL REPORT 2007

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### Participating Organizations and Community Groups:

**ALBANIA** Albanian State Police, Centre for Marginalized Groups – Voice in Need Foundation.

**BENIN** West Africa Network on Peacebuilding.

**BRAZIL** Civil Police of the Federal District and of the states of Ceará, Minas Gerais, Paraná, Pernambuco, São Paulo, Rio de Janeiro, and Rio Grande do Sul. Center for Studies on Coercitive Institutions (NIC/UFPE), Sou da Paz Institute, Center for Studies on Criminality and Security (CRISP/UFMG), Center for Studies on Violence (LEV/UFCE), Justice Access Institute, Center for Studies on Public Security and Human Rights (UFPR), Center for Studies on Security and Violence (NEVIS/UnB).

**BULGARIA** National Police, Open Society Institute – Sofia (OSI).

**GHANA** Commonwealth Human Rights Initiative (CHRI).

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**LATVIA** Ministry of Interior, National Police, Baltic Anticriminal and Antiterrorist Forum (BAAF), Riga State University.

\* Police station in rural areas outside the cities were also visited.

**LITHUANIA** Mayor of Vilnius.

**MALAYSIA** Royal Malaysian Police, Yayasan Strategik Sosial (Y.S.S) Kuala Lumpur (Partner Organization), Jabatan Perpaduan Negara Dan Integrasi Nasional, Yayasan Pencegatiory Jenayah, Malaysia, Malaysian Crime Prevention Foundation, National Unity Department.

**MEXICO** Institute for Security and Democracy (INSYDE).

**MOZAMBIQUE** Center for Public Integrity of Mozambique.

**THE NETHERLANDS** Regional Police Forces of Gelderland-Zuid, Haaglanden, Hollands-Midden, Limburg-Zuid, and Twente, Anti Discriminatie Bureau Nijmegen, Bureau Discriminatiezaken, Centrum voor Diversiteit.

**NIGERIA** Network on Police Reform, Bola Ige Millenium Secondary School, Temidire Junior and Senior Secondary School, Commuity Policing Patnership Forum, Abak.

**PAKISTAN** Police Department of Pakistan. Rozan, Islambad (Partner Organization). Aurat Foundation, Peshawar, Shehri – CBE Karachi, Cholistan Development Council, Bhawalpur.

**PERU** Ciudad Nuestra, Instituto de Seguridad Ciudadana (ISC).

**RUSSIA** Ministry of the Interior of Chuvash Republic, Moldavia, and Tatarstan, Main Department of the Interior of Saint-Petersburg, Main Department of the Interior of Moscow, Main Department of the Interior of Kemerovskaya region, Komi Human Right Organization 'Memorial', South-Siberian Human Right Center, Public Organization 'Chuvash Republic', Moldavian Human Rights Center, Kazan Human Right Center, 'Civil Control', Saint-Petersburg, 'Will freedom', Moscow, Federal Ombudsmen.

**SIERRA LEONE** Forum Of Conscience.

**SOUTH AFRICA** Center for the Study of Violence and Reconciliation.

**SOUTH KOREA** Police - Korean National Police Agency. Korean Research Institute for Policing, Seoul (Partner Organization) National Human Rights Commission of South Korea, Local Council of Kangnam-Gu, Seocho-Gu, Songpa-Gu, Kangdong-Gu, Tonjak-Gu, YMCA (Seoul, Suwon, Chunchon, Tonghae, Yeosoo), Wonkwang University, Woosuk University, Hallim University, Youngsan University, Taegu Korean Medicine University, Taegu Technology and Information College, Youngnam Technology College, Taegu Science College, Kyung-il College, Andong Science College, Crime Prevention Association (Soosung-Gu in Taegu), Internet Honorary Citizen Police, Citizen Solidarity for Economic Justic (Kwangjoo, Sokcho, Yeosoo), People's Solidarity for Participation and Local Autonomy (Taejeon, Choonchon), 21 Century First Kangneung, Tonghae Association for Blue Korean Sea, Taebaek Council for Sustainable Development, Movement for Best Kochang.

**UNITED STATES** ACLU of Orange County, Los Angeles, Agape Life Change, Pasadena, Amigos for Kids, Miami, Calabasas/Agoura Hills Rotary Club, Malibu, Casa de las Amigas, Pasadena, Community Advisory Committee, Chula Vista, Community Advisory Committee, Santa Clarita, Community Service Programs, Inc., Irvine, Diamond Bar Breakfast Lions, Diamond Bar, Diamond Bar Women's Club, Diamond Bar, Elks Lodge #1804, Paramount, Family Service of Rhode Island, Providence, Fox Point Boys & Girls Club, Providence, Grace Resource Center, Lancaster, Greater Elmwood Neighbourhood Services, Providence, Greater Sugar Valley Civic Club, Houston, Knights of Columbus, Bellflower, Lancaster Baptist Church, Lancaster, New Directions Incorporated, Los Angeles, North Towne Christian Church, Pomona, Olneyville Collaborative & Olneyville Housing Corp., Pasadena NAACP, Pasadena, Peace Over Violence, Los Angeles, People for Justice, Colorado Springs, Platt Ave Business and Neighbourhood Assoc., Police Community Relations Council, Minneapolis, Providence Crime Watch, Providence, Rotary Club of Pico Rivera, Pico Rivera, San Dimas Public Safety Commission, San Dimas, Soroptimists International, Lakewood, Student Action Alliance Coalition, San Diego State University, Summit Neighbourhood Association, Providence, West Elmwood Housing Development, Providence.



## Police Station Visitors Week 2007 in Numbers

Country	Police Stations	Cities	Visitors	Partner Organizations	Participating Police Organizations
<b>AFRICA</b>	<b>231</b>	<b>17</b>	<b>828</b>	<b>12</b>	<b>7</b>
1. Benin	4	2	13	1	1
2. Ghana	5	1	15	1	1
3. Liberia	5	1	24	1	1
4. Mozambique	4	1	12	1	1
5. Nigeria	203	10	733	6	1
6. South Africa	5	1	11	1	1
7. Sierra Leone	5	1	20	1	1
<b>ASIA</b>	<b>189</b>	<b>99</b>	<b>1062</b>	<b>55</b>	<b>10</b>
8. India	116	58	624	28	7
9. Malaysia	10	8	129	3	1
10. Pakistan	12	5	79	3	1
11. South Korea	51	28	230	21	1
<b>EUROPE</b>	<b>108</b>	<b>60</b>	<b>451</b>	<b>14</b>	<b>14</b>
12. Albania	11	6	74	1	1
13. Bulgaria	10	5	49	1	1
14. Latvia	21	17	63	1	1
15. Lithuania	1	1	3	1	1
16. Netherlands	7	5	58	3	5
17. Russia	58	26	204	7	5
<b>NORTH AMERICA</b>	<b>22</b>	<b>19</b>	<b>137</b>	<b>32</b>	<b>12</b>
18. US	22	19	137	32	12
<b>LATIN AMERICA</b>	<b>282</b>	<b>58</b>	<b>1125</b>	<b>9</b>	<b>16</b>
19. Brazil	160	26	744	7	8
20. Chile	30	9	89	X	1
21. Mexico	13	12	50	1	6
22. Peru	79	11	242	1	1
<b>TOTAL</b>	<b>832</b>	<b>253</b>	<b>3.603</b>	<b>122</b>	<b>59</b>



## Summary

From October 22nd to 28th, 2007, 832 police stations received 3603 local citizens who assessed the quality of services provided by the police. The visitors used a common protocol and scoring system, developed by the Altus Global Alliance and translated into 17 languages<sup>1</sup>. This report summarizes the results of those visits worldwide.

This was the second consecutive year of the **Police Station Visitors Week (PSVW)** which is an extraordinary event aimed at strengthening the accountability of police to the public. With this purpose, Altus

member organizations produced separate reports of the results and good practices uncovered at national and regional levels, and the top scoring stations were recognized at workshops and ceremonies in each region. The focus of this effort is on sharing good practices, promoting international standards, and building positive relationships between police agencies, NGOs, and local citizens.



*Picture 1: Police Station visited in Chile*



*Picture 2: Police Station visited in Pakistan*

The Police Station Visitors Kit guides each of the visitors to answer 20 questions about their observations, producing an overall score, as well as scores on five categories of service for each station visited:

- Community Orientation,
- Physical Condition,
- Equal Treatment of the Public,
- Transparency and Accountability,
- Detention Conditions.

The results are then uploaded onto a common, secure web site, and audited by Al-



tus member organizations and partners. The final scores are delivered back to the police organizations and are published in national and regional reports.

The results demonstrate that high quality policing is possible anywhere, whatever the financial constraints. Among the stations visited, the following police stations received the highest overall scores in their regions, in several cases defying negative stereotypes of policing in their countries:

Africa	Ilupeju Station, Lagos, Nigeria (overall score: 89.66)
Asia	Bercham Police Station, Ipoh, Malaysia (overall score: 96.31)
Europe	Tirana Directory of Police Headquarters, Tirana, Albania (overall score: 99)
Latin America	Comandancia Norte, Municipal Police, Chihuahua, México (overall score: 100)
North America	San Dimas Station, Los Angeles County Sheriff's Department, United States (overall score: 94.3)

Many visitors reported that the visits had changed their opinion about the police for better or worse. Influenced by stereotypes about policing, some citizens did not expect to find stations in good condition or staff willing and able to speak with deep concern about their daily work. In these cases, the visits were useful for improving their opinions on the subject. Other visitors were surprised to learn of the dire conditions of their local police stations and of the poor quality of service available. In these situations, despite worsening their opinions of the police stations, visitors also learned that good service delivery does not depend solely on the police station's staff, but also on the facilities and tools provided for both public and staff. In one way or the other, apart from the scores themselves, the visits underscored the extent of misunderstanding between the police and the public, and an urgent need to multiply the interactions between communities and police organizations.



Picture 3: Police Station visited in Liberia

1 The **Police Station Visitors Kit** was translated into Albanian, Bulgarian, Dutch, English, French, Hindi, Hungarian, Khasi, Korean, Latvian, Malay, Portuguese, Punjabi, Russian, Spanish, Telugu, and Urdu. All these versions can be downloaded at [www.altus.org](http://www.altus.org).





## Why a Global Event?

On every continent, there are police services striving to become more professional, more effective in dealing with crime, and more respectful in their treatment of civilians. This situation often results from changes in the police organizations themselves and also from public pressure that the police become more accountable and transparent. More than ever, police organizations need to hear the voices and tend to the opinions of the citizens they serve.

This does not mean that the accountability to the public is the same everywhere. The context of policing varies enormously across countries and it is generally more critical in countries with low democratic tradition and systematic human rights violations. Nevertheless, in any country, the police are facing the challenge of building good relations to accomplish their duties in an effective manner, in the same way that common people face the challenge of building good relations with the police in order to help building safer.



*Picture 4: 2<sup>nd</sup> Regional Police Station Plovdiv, Bulgaria*

Police Stations are core sites for beginning the needed changes in the relations between the public and the police since they are a first point of service delivery. All kinds of people pass through police stations daily, and spending time in these places — even just an hour — generates impressions about whether the station is well run and provides good service. Police organizations can benefit from these impressions as can many police oversight bodies and civil society organizations; but, until now, there has been no easy-to-use tool that can immediately capture and interpret these valuable impressions.

In developing such a tool, Altus has envisioned a new role for non-governmental organizations in the oversight of police activities. Some assessments of policing agencies by NGOs result in highly critical reports of police actions and failures of leadership, but the NGOs participating in the Police Station Visitors Week are taking a different approach. Although our reports point to problems regarding accountability and transparency, they also emphasize positive practices identified by the visitors and demonstrate how much police can actually achieve in practice. These examples of high quality service can inspire police officials anywhere in the world.

The Police Station Visitors Week is the first global project of the Altus Global Alliance. When Altus was launched in 2004, the member organizations had already worked collaboratively on the Democratic Policing program supported by the Ford Foundation and coordinated by the Vera Institute of Justice<sup>2</sup>. This program repeatedly brought together experts from ten countries to discuss different topics facing law enforcement professionals and reformers, such as police oversight and the role of the private sector in promoting police reform. Through these conferences, the idea surfaced to develop a tool that would include the public in a participatory assessment of local police stations to highlight global standards and promote positive practices<sup>3</sup>.

This is a pioneer way of police oversight as assessments are largely made by government agents, experts, or people linked to the police, without having an effective participation of common citizens in the governance of police organizations. The PSVW aimed at providing instructions and information to facilitate visitors' assessments and observation of important items designed by experts on policing from several countries. Besides evaluating, the visitors had the opportunity to get to know better the daily life of police stations and establish dialogues with the units' staff.

Altus developed a methodology to discern whether the staff and facilities of a police station adequately serve the public. To develop this tool, a team of researchers from several countries consulted the applicable international human rights and professional standards. They then formulated basic questions which could be understood by different cultures and which were related to practical contexts of specific human rights principles.

The resulting Police Station Visitors Kit was tested in eight countries from 2002 to 2004. The tests showed that the Kit was able to capture a visitor's impressions of the station across different cultures in a way useful to the station's staff, administrators, and civil society. Variations in scores from any given station were limited, suggesting that the questions served as a guide to the visitors observations.

When the Altus Global Alliance was launched in April 2004, our website made the Kit available for download. Before that year was out, Lúcio Alcantara, the Governor of the state of Ceará, in Brazil, had found the Kit on the website and asked his staff to use it to assess the police stations of the state's capital, the city of Fortaleza<sup>4</sup>. The Safety and Security Portfolio Committee of the South African Parliament had also found the Kit helpful in its own search for a method by which to assess the service delivered by police stations.

Encouraged by these uses of the Kit, Altus decided to put it to use in a coordinated global event. Altus representatives revised the Kit, tested the revision, and finally reached the version used in the 2006 and 2007 Police Station Visitors Weeks.

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<sup>2</sup> The results of this collaboration are available on the Vera Institute of Justice's publications page: [http://www.vera.org/project/project1\\_1.asp?section\\_id=9&project\\_id=31](http://www.vera.org/project/project1_1.asp?section_id=9&project_id=31)

<sup>3</sup> This idea was inspired by assessment programs used by industrial experts to quickly discern whether a factory and its staff were efficiently organized and properly trained. For an example, consult Goodsoon, R. Eugene, 2002. Read a plant fast. Harvard Business Review, May.

<sup>4</sup> For more information on this use of the Kit, consult the 2005 Evaluation of Ceará's Government Plurianual Plan 2004-2007: <http://sistemas.seplan.ce.gov.br/download/ppa2006/avalia%C3%A7%C3%A3o2005-ppa-2004-2007.pdf>.



## What is Assessed?

The topics covered by the Altus Police Station Visitors Kit are drawn from a set of international standards relevant to policing, especially those related to human rights and police accountability. At the same time, the scores recorded in each country are based on local perceptions and expectations. In this way, the Police Station Visitors Week is designed to link the local realities of policing to the professional standards to which police in most countries aspire.

To understand this assessment, one must think of police station staff as public service providers, which is a new and difficult concept in many countries, despite recent advances in policing. In many cities around the world, the police are often considered servants of the state rather than of the public, with priority given to maintaining public order and fighting criminals rather than assisting citizens and preventing crime. The Police Station Visitors Week emphasizes the role of the police as professionals, who deliver services to the community, and divides the assessment of this professionalism into five categories of service:

GUIDELINES

PLEASE MARK AN "X" ON THE SCORE WHICH BEST REPRESENTS YOUR OPINION.

WHOLLY INADEQUATE	INADEQUATE	ADEQUATE	MORE THAN ADEQUATE	EXCELLENT
1	2	3	4	5

THESE ARE NOT "YES" AND "NO" QUESTIONS

Many things help us determine our individual opinion. We are interested in your experience. Take the time you need to think about how you felt at the police station and about what you observed to help you to fill in the form.

WHAT DO I DO IF A SERVICE IS UNAVAILABLE OR NOT PROVIDED BY THE POLICE STATION?

Mark an "X" on score 1. We will take care of the scoring! We need answers to *all* the questions.

COMMUNITY ORIENTATION

1_ Location of the police station (for example, accessibility, ease of location, transport links, signage)	1	2	3	4	5
2_ Space and facilities dedicated to serving the public arriving to report crimes or to make other requests	1	2	3	4	5
3_ Information available about reporting a crime and/or obtaining public services (for example, information brochures, information desks, posters, videos)	1	2	3	4	5

*A part of the English language version  
of the Kit used in 2006 and 2007*

### Community Orientation

In the last 20 years, community policing has become the principal strategy of many police agencies, increasing police interaction with the community through education, outreach programs, and community consultation. These efforts tend, however, to focus on the role of individual police officers in the community rather than organizing police stations to serve the general public. In many countries, police stations remain closer to police barracks than citizen service centers. The questions in this section of the Kit assess the degree to which the station is a resource for the community by providing information, allocating staff to address community questions and requests, and improving access to the public.

### Physical Conditions

Although conceptions of order and cleanliness vary across cultures, police officers must be equipped with the proper facilities and tools in order to adequately perform their duties. The questions in this section of the Kit assess the extent to which police have the facilities and equipment to meet their needs, such as adequate office space and suspect identification rooms. The questions are not designed to address if the police have the most up-to-date technology or lavish stations, but to record visitors' impressions about the physical conditions. Police stations in bad physical conditions often result in inadequate treatment of civilians and

although good facilities and equipment don't necessarily mean good service delivery, it is a first step towards professionalism. Besides it being the duty of any police organization to provide dignified conditions to the public, these same conditions have a direct impact on the behavior of the station's staff.

## Equal Treatment of the Public

Many policing standards repeat the fundamental principle that police should treat members of the public equally, without bias based on age, gender, ethnicity, nationality, minority status, or sexual orientation. The questions in this section of the Kit assess the services and referrals available to vulnerable groups and the adequacy of facilities designed for women and disabled persons. These questions are designed to focus visitors on the services, facilities, and referrals available for members of vulnerable groups.

## Transparency and Accountability

All public services are expected to be transparent and accountable, but this is especially important for the police because of their ability to use force on behalf of the state. Accountability ensures that, when the police fail to fulfill their duties, information and redress mechanisms are available to the concerned parties, appropriate measures can be taken to correct any violations, and officials ensure that such failures do not recur. The questions in this section of the Kit assess whether police stations contain the information the public needs to determine whether or not the police are satisfactorily fulfilling their duties.



Picture 6: 52nd DP Police Station in Rio de Janeiro - Brazil



Picture 5: Police Station in India

## Detention Conditions

Poor treatment and abuse of detainees not only violate professional and human rights standards, but corrode community-police relations. The questions in this section of the Kit assess the information which people would want to know if a loved one was detained in police custody. Visitors are asked to record their impressions of the detention area security measures by observing surveillance measures and arrangements for the transfer of detainees. They are asked about the areas where detainees can meet lawyers, families, or other visitors, and also about the availability of a bathroom and ventilation<sup>5</sup>.

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<sup>5</sup> For more information on international human rights principles and standards concerning detained individuals, the following websites are good sources of information: Human Rights Watch ([www.hrw.org](http://www.hrw.org)), The Office of the United Nations High Commissioner for Human Rights ([www.ohchr.org](http://www.ohchr.org)), and Prison Watch NGO ([www.prisonwatch.org](http://www.prisonwatch.org)).





## Assessment Method

Most of the elements assessed in the twenty questions of the Police Station Visitors Kit are factual, that is to say, they are available independently of the time when the visits are conducted. This was a major improvement in the new version of the Kit, which was used during the Police Station Visitors Week in the end of 2006.

The goal was to control biases related to the way visitors were received by the police stations. Pilot tests revealed that (1) a good or bad reception could lead to different scores, (2) the visitors impressions could change depending on the time of the visit – e.g.: business hours or weekends and (3) behavior of the staff could change according to the movement in the station and time of the day. These reasons, amongst other facts, resulted in changes to the questions which could be more regular and common, independently of the day of the week and the number of people working in the day of the visit.

The number of questions was limited to 20, as previous pilot tests proved that a higher number of questions could result in a questionnaire that was too tiresome to fill out. The Kit includes steps to be followed by the team leader and visitors. In addition to that, the guidelines encourage the visitors to debate the 20 questions and to interact with other visitors to the station, as well as with the station's staff. The dialogue is aimed at giving each visitor a chance to express their views and to help the team leader gather elements for the narrative report.

In most of the participating countries, team leaders were provided a short training which guided them in leading visitors around the station, writing the narrative report and providing the completed questionnaires to the organizers. These forms were uploaded on a specially prepared secure website and scores were automatically generated. Visits were verified through partner organizations and completed questionnaires were collected and checked against the uploaded scores.

The form used during the Police Stations Visitors Week was based on the Likert Scale, in which the possible answers vary from 1 to 5. The scores for each answer being the following:

- 1 – Totally inadequate (20 points)
- 2 – Inadequate (40 points)
- 3 – Adequate (60 points)
- 4 – More than adequate (80 points)
- 5 – Excellent (100 points)

Thus, the average score ( $\mu$ ) for each question is given by the following formula:

$$\mu = \frac{\sum_{i=1}^5 X_i \cdot f_i}{\sum_{i=1}^5 f_i}$$

where  $X_i$  is the score referring to the  $i_{th}$  attribute and  $f_i$  is the frequency of the visitors who gave the score.

The questions were classified according to a scoring scale which was based on the calculation of percentiles 20, 40, 60 and 80 (resulting in 36, 52, 68 and 84, respectively) in a distribution of possible average scores varying from 20 to 100. As a result, the classification categories are:

Average score	Category
Over 84	Excellent
From 68 to 84	More than adequate
From 52 to 68	Adequate
From 36 to 52	Inadequate
Up to 36	Totally inadequate

Finally, the average score in each observation area is the simple average of the four questions. The final score is the simple average of the five areas.





## Who Were the Visitors?

Visitors were invited to participate in the PSVW by Altus members and 64 partner organizations, through their networks spread across 22 countries around the world. For this reason, it was impossible to elect a single pattern to facilitate the citizens' visits.

On the other hand, the instructions given during the training process were to invite as diverse a public as possible, including different age ranges, gender, sexual orientation, class, among other characteristics which could lead to biases in the evaluation. In other words, Altus was interested in conveying common people to be responsive to the police stations' assessment. The main principle followed was to facilitate the access to the stations for any common citizen, with no criminal record, and not to impose restrictions regarding visitors' personal characteristics.

The nature of the organizations involved in the visitors' recruitment can be broadly categorized into the following five types:

- Citizens and interest groups ranging from residents' associations to traders' organizations and religious groups;
- Students from high schools and universities;
- Civil society groups such as human rights bodies, women's organizations, civil liberties and advocacy groups, service providers;
- Professional bodies associated with justice reforms, such as academics, lawyers, researchers;
- Community policing groups who have regular involvement with in community policing activities.

*"Albanians do not have very positive opinions about the police as during last years police was a tool on the hands of one who had the power and have used police to push down all the attempts that the community and the public have made to protest against the regime. We felt well after hearing from all the police officers that we discussed that the police are a civil service for the community. We have to use this power of community upon the police to direct it to act for the best of the community. Also seeing police working and being responsible to do the work well increased the trust that we have in the police."*

Visitor, Albania.

*"I was very impressed with the organization of our local branch. The tour gave me an insight into the scope and magnitude of the operations of the department, and how much they offer in terms of community services. It was enlightening and encouraging."*

Visitor, US.



*"I was only acquainted with repressive aspects of police work. It was a pleasant surprise to be openly and warmly received."* Visitor, Chile

*"When residents contacted initially by the team leaders to visit the police station showed reluctance for there is a general distrust between communities and the police. People felt shy to interact with police especially women who thought it would win them a bad reputé among other community members for they would be looked upon with suspicion. Even the group that visited the police station initially felt shy until it was warmly welcomed by the SHO".*

Visitor, Pakistan

*"We were very satisfied with the services and the equipment of the police station. (...) Some visitors had already visited the facility but not with this methodology. They expressed that they were very familiar with the municipal police because of their work and the proximity that has developed".* Visitor, Mexico.

Many visitors had a first-time contact with the police and found the visit useful and informative. Some sympathized with police, praising their professionalism in face of deficiencies which varied from country to country. Civil society members were generally more critical, but still reported that they saw police in a new light. Others, who had regular interactions with the police, were skeptical that the police had adorned a new mantle during the PSVW and doubted if the changes would be sustained in the long run. Perhaps the most important feedback was the emergence of community ownership of police services, both as a right and as a responsibility. Most visitors approached this project with a sense of civic duty, engaging candidly in the assessment of stations and officers. Altus appreciates their effort and dedication. More information on the visitors' profiles can be found on the national reports available at [www.altus.org](http://www.altus.org).





## Results

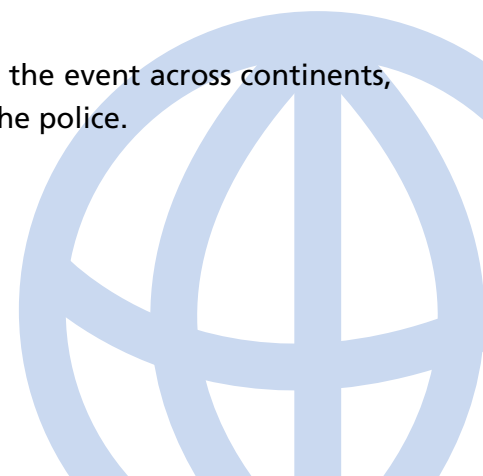
**T**he overall number of 1.303 stations visited in 2006 and 2007 is an impressive achievement of Altus and its partners. Nonetheless, one has to bear in mind that even in countries where hundreds of stations were visited, the sample is not valid for making generalizations about the context of police stations at regional and national levels. It would be impossible for Altus and its partners to arrange visits to a representative sample of the stations in huge and populous countries such as Brazil, India, Mexico, Nigeria, Russia, or even the US.

As stated before, this assessment focuses only on the relations with the public, and not on legal procedures and investigation abilities, which would be an important and desired source of information. Nonetheless, it would be very difficult to conceive a precise enough research tool to register and assess activities such as investigation and crime reporting because of the legal, cultural, political and policing contexts vary enormously across the countries where the visits took place. Besides these legal and contextual aspects variations, almost everywhere there is an urgent need of better relations with the public in order for it to participate in the governance of police organizations.

Stimulating simple interaction between civilians and the police, structured through local NGOs and a common protocol, can create mutual understanding, give local citizens a voice and improve police service. This local-and-global approach, simultaneously, advances good governance in hundreds of localities and promotes transparency and accountability by engaging local communities with their police.

The event's strategy was to depart from the local sphere and focus on the relations established by the police stations with their public. The impact and meaning of the PSVW depend on the local context of the visits, as well as on the arrangements made by Altus members and partners with the participating police stations and departments. In the same way, the uses of the event were extremely different, ranging from simple assessment visits to joint projects involving the police and civil society in initiatives to turn the services delivered to the public better.

You will find below a short description of some of the results and impacts of the event across continents, aimed at highlighting the diversity of experiences in these interactions with the police.



# Africa

In Africa, there were 231 police stations visited by 828 citizens from Benin, Ghana, Liberia, Mozambique, Nigeria, South Africa, and Sierra Leone. These visits were possible through partnerships with 12 civil society organizations and 7 police departments. Below, one can observe the chart with the overall scores of the 231 African stations which had an average score 52.67.

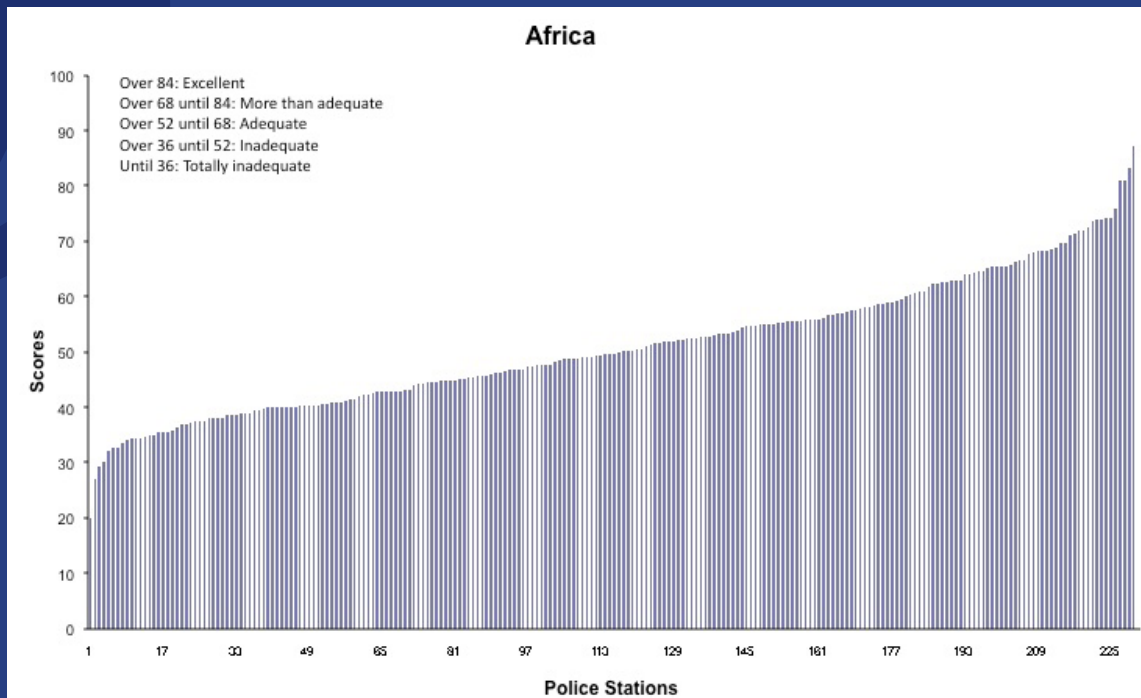


Chart 1: Africa Overall Scores

Nigeria was the country where the PSVW had the greater impact and mobilization, where 203 stations were visited in 8 states. This achievement was possible through a partnership between the Nigerian Police Force and the CLEEN Foundation, a member of Altus Global Alliance. In the other 6 countries, in spite of the low number of stations visited, the event gained media coverage and raised discussions over the services delivered by the police stations.

In Nigeria, 34 police stations which participated in 2006 were visited again in 2007 and proved that the visits can bring some changes for the better in the day-to-day life of police stations. The detention conditions of some stations were greatly improved, as was the case of the Garki Police Station. After the PSVW 2006, the General Inspector of Police set up complaint boxes in the stations for members of the community. Also as a result of the PSVW 2006, Human Rights Desks were established in June 2006 through an initiative of CLEEN's to train desk officers across Nigeria on dealing with human rights complaints, particularly gender-based violence.

# Asia

In Asia, 189 police stations received 1062 visitors in India, Malaysia, Pakistan, and South Korea in 2007. These visits were possible through partnerships with 55 civil society organizations and 10 police departments. Below, one can observe the chart with the overall scores of all police stations visited in Asia.

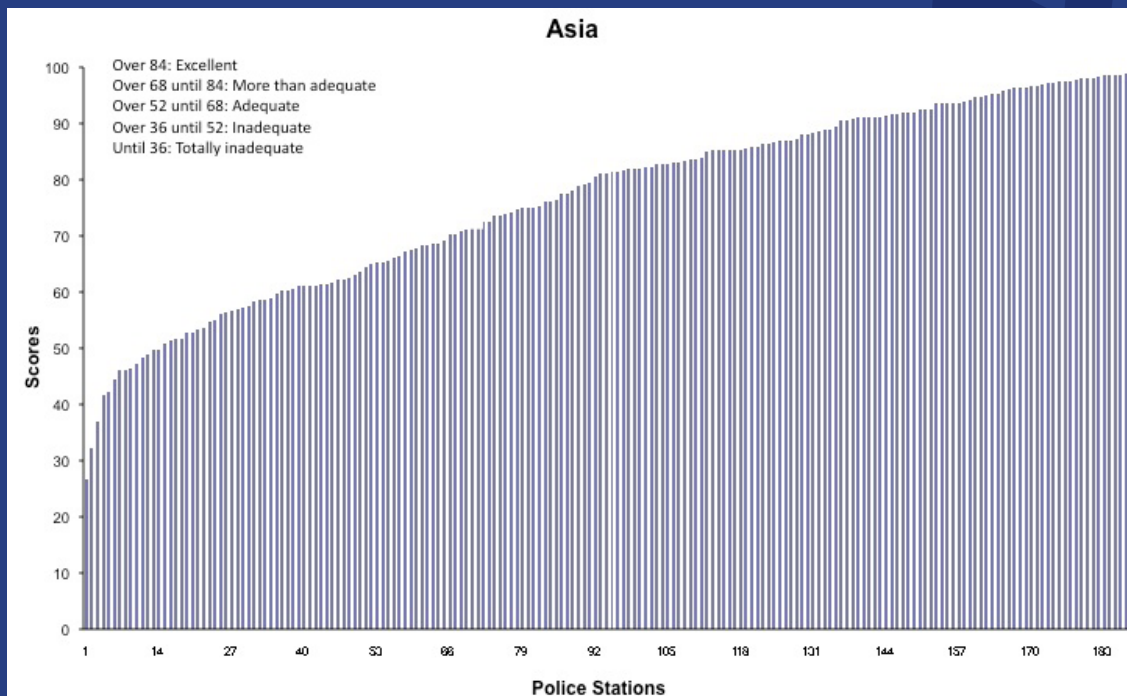


Chart 2: Asia Overall Scores

India participated in the PSVW in its second year and could increase the number of participating states, as well as the number of police stations. In 2007, the PSVW was organized by North Eastern Hill University (NEHU), Shillong, and coordinated by the Institute for Development and Communication (IDC), Chandigarh, a member of the Altus Global Alliance.

The PSVW was implemented in seven states spread throughout different regions of India. The sites of police visits were, in the North, Chandigarh, Punjab and Uttrakhand; in the North-East, Assam and Meghalaya; in the West, Rajasthan; and in the South, Kerala. 116 police stations participated by welcoming 623 citizens across their thresholds - of these, 23 police stations also participated in 2006.

In Korea, the visits were organized by the Korean Research Institute for Police (KRIP) and coordinated by the Institute for Development and Communication (IDC), Chandigarh. The police stations visited were spread across the entire country.

In Pakistan, the visits were organised by Rozan, Islamabad, with the participation of the Aurat Foundation in the North-West Frontier, of the Cholistan Development Council in Punjab and of Shehri-CBE in the Sindh province. Visits to 12 police stations were made in four provinces, which included the capital area of Islamabad, the North-West Frontier, Punjab and Sindh.

# Europe

In Europe, 108 police stations received 451 visitors in Albania, Bulgaria, Latvia, Lithuania, the Netherlands, and Russia. These visits were possible through partnerships with 14 civil society organizations and 14 police departments. Below, one can observe the chart with the overall scores of all police stations visited in Europe.

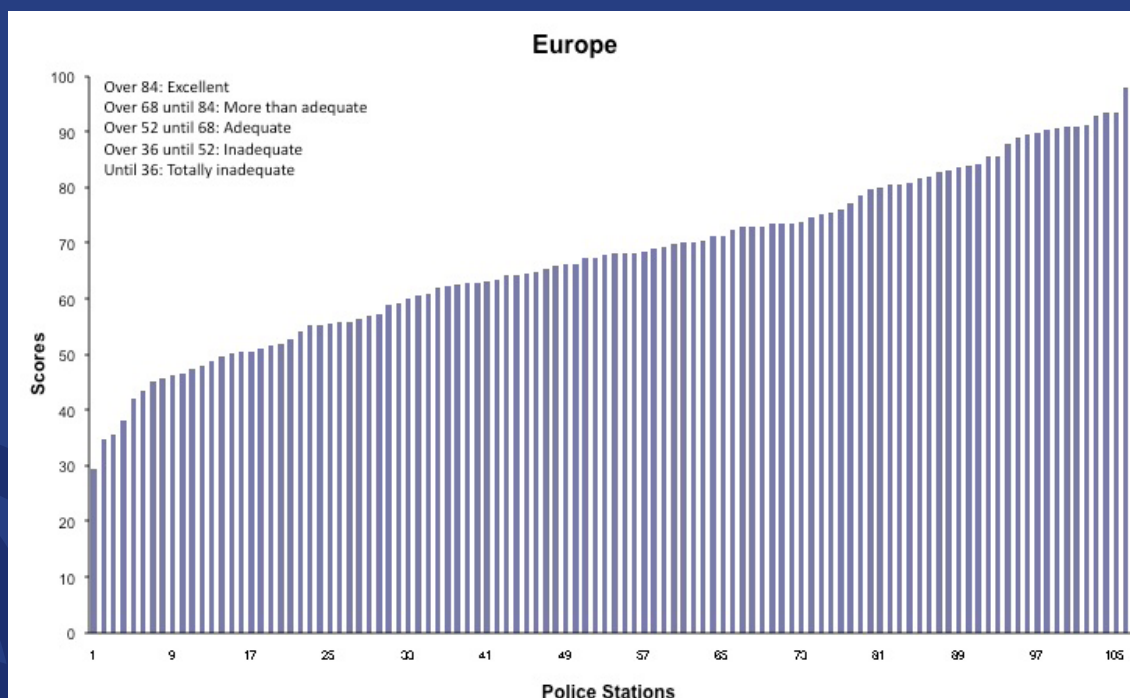


Chart 3: Europe Overall Scores

# Latin America

In Latin America, 282 stations received 1125 visitors. 160 stations in Brazil, 30 in Chile, 13 in Mexico and 79 in Peru. Partnerships were made with 9 civil society organizations and 16 police departments. Below, one can observe the overall scores of all stations visited in Latin America.

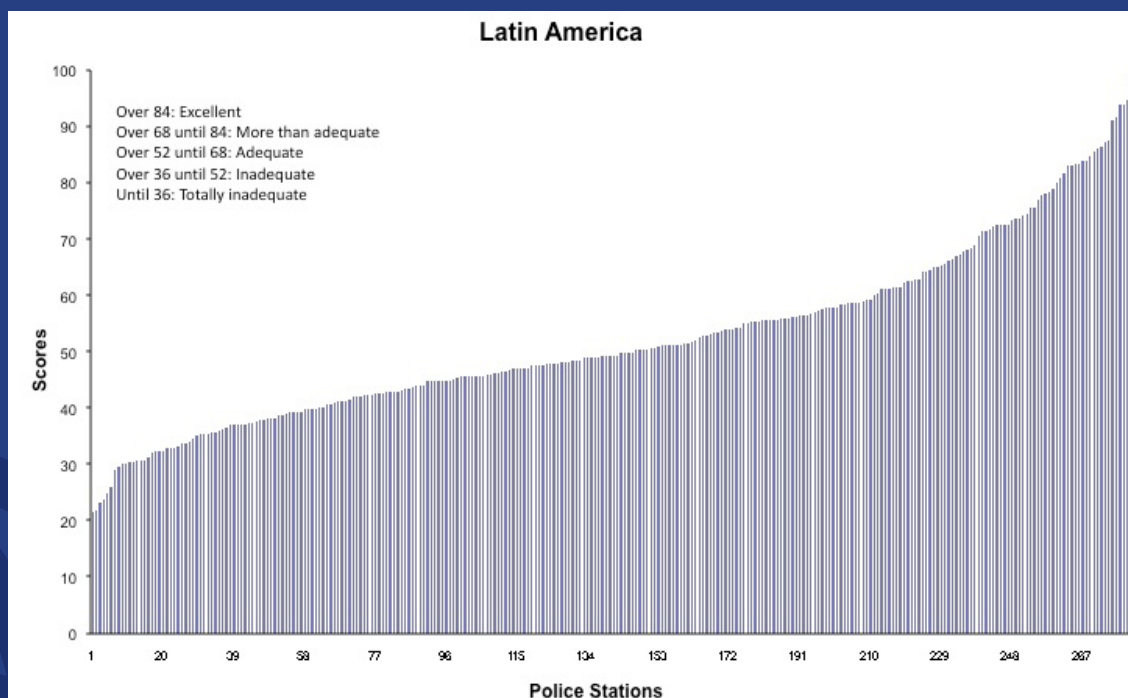


Chart 4: Latin America Overall Scores

On October 25th, 2007, the Vice-Minister of Carabineros de Chile, Javiera Blanco, visited the La Pintana Police Station, in the southern area of Santiago. The visit lasted for about four hours and was also attended by the Director of Planning and Development of Carabineros de Chile, General González and two other high-ranking police officers. This was the official launch of the 2007 edition of the Police Station Visitors Week in Chile.

During 2007, several activities regarding PSVW 2006 were organized by Carabineros de Chile and CESC. Three meetings took place to discuss the PSVW results in detail with police authorities. One of these meetings was opened by the Vice-Minister of Carabineros, who referred mainly to the convenience of the PSVW.

Regarding the improvement of Police Stations visited in 2006 in Chile, 20 of the 30 police stations visited in the 2007 version of the Police Station Visitors Week had also been visited in 2006. Of those 20, 17 had significantly improved their score, 2 remained the same and one had lower scores. While the general average of the 20 stations in 2006 was 63.6 points, in 2007 it rose to 79.1. The most significant variations occurred in the areas of transparency and accountability, where 8 of the 20 stations increased their scores, and in the detention areas, where 4 of them rose their score.

In Peru, there were training sessions for the visits made by “Ciudad Nuestra”, one of the partner organizations in Peru, which took place at a public square, using loudspeakers. Most of the visits took place all in one day. Even if the agreement with the chief authorities of the Policía Nacional del Peru was not to have any press or other forms of publicity, 200 people visiting police stations at the same time in a single city (all were carried out in Lima) generated an obvious impact.

In Brazil, 160 police stations were visited in 8 Brazilian states. The event itself and the Awarding Ceremony in Rio de Janeiro gained national, regional and local media attention.

## North America

In North America, 19 police stations received 137 visitors in the United States. The Vera Institute of Justice, an Altus founding member, built partnerships with 32 civil society organizations and 16 police departments. Below, you can observe the overall scores of the stations visited in the US.

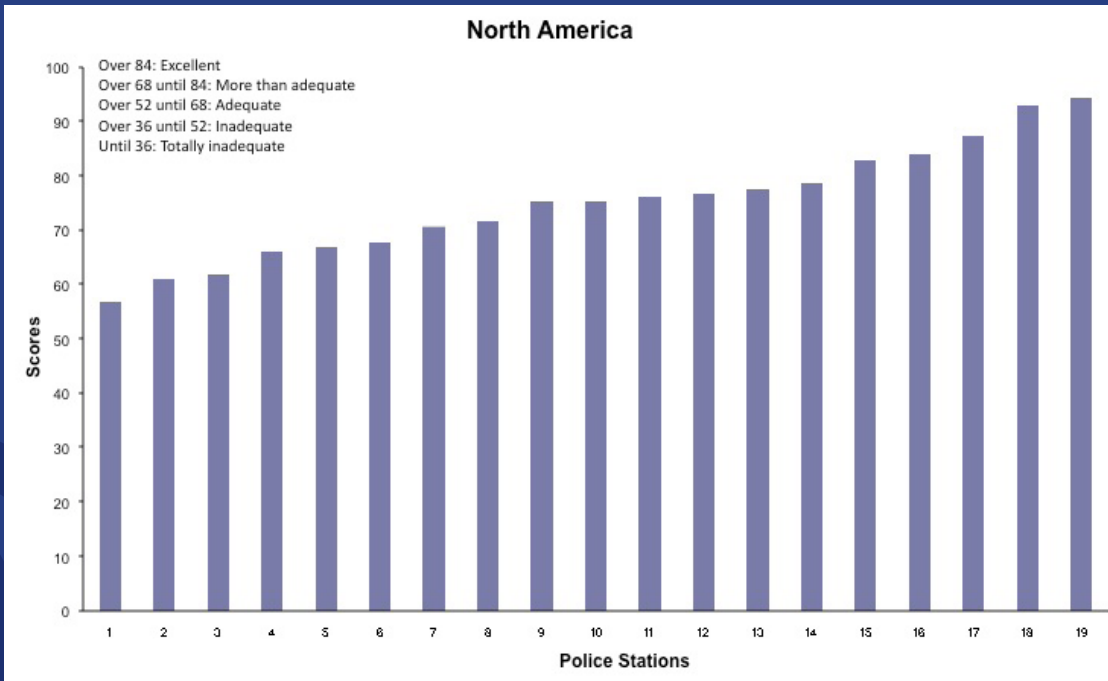


Chart 5: North America Overall Scores

The event in North America shows that while rankings and numbers matter, the long-term effects of the Police Station Visitors Week are even more important. Two in particular stand out: building relationships between police and communities and educating the public about available services. Of course, in any project of this size, challenges are also inevitable; we found that recruiting participants and the lack of communication within police departments sometimes became obstacles. On the other hand, many community leaders viewed the Police Station Visitors Week interactions as just the beginning. Some citizen participants intend to use the developed contacts to schedule more police station visits, as well as initiate deeper ties with their local departments.





## The Top Stations

### Africa

Ilupeju Police Station, Lagos, Nigeria	
Indicators	Scores
Community Orientation	88.3
Physical Conditions	88.3
Equal Treatment of the Public	88.3
Transparency and Accountability	96.6
Detention Conditions	86.6
Overall Score	89.6

Source: Police Station Visitors Week, 2007

For the second consecutive year, the Ilupeju Police Station, Lagos, Nigeria, was assessed as the best station visited in Africa with the overall score of 89.66. The 2007 assessment showed major enhancements in the station, which in 2006 had an overall score of 74. The participating countries in the PSVW 2007 also included Benin, Ghana, Liberia, Mozambique, South Africa, and Sierra Leone.

The Ilupeju Police Station was officially inaugurated in June 1973. Located in the heart of the city of Lagos, the station is situated between the industrial and middle/high class residential areas of Ilupeju and the densely populated area of the Mushin / Oshodi local Lagos State government area.

The Lagos Metropolis is a huge city with approximately 13 million inhabitants and it is struggling with all major social, economic and traffic problems such large cities in developing countries have.

The population of the area covered by the station is estimated in 500,000 people distributed into (1) Sparsely Populated Medium / High Class Income Area, and (2) Densely Populated Low Income Area. About fifteen industries and twenty banks are located within the station's jurisdiction, which also houses part of the popular Oshodi Market.

There are 150 police officers working in the Ilupeju station, which has Wireless Internet Access, computerized facilities and constant electricity supply provided by two generators. The welfare of the officers is a core issue in the delivery of services to the public. The station provides changing rooms and a good canteen for all officers in the division. The regular patrol officers carry a truncheon and don't use firearms.

The Ilupeju police station takes part in the Community Policing Partnership Forum by hosting monthly meetings with civil associations and neighbourhood stakeholders. Issues on safety and justice are discussed, and members are appointed to follow up the cases and report back at the next meeting.

These monthly meetings helped increase the transparency and efficiency of the station. It also strengthens the public trust and acceptance of the station. The community has developed more confidence in the police and a deep sense of belonging; people confidently walk into the station to report cases.

In order to increase transparency and accountability, the station has complaints boxes placed at the entrance, where the public can drop suggestions, complaints on activities or officer misbehaviour. This vital information helps the police to become more effective and efficient in the performance of their duties.

Furthermore, the telephone numbers of key officers like the Divisional Police Officer (DPO), Divisional Crime Officer (DCO), Human Rights Officer (HRO) and Divisional Telephone. Numbers are clearly displayed (e.g. in newspapers) for members of the community to reach the station at all times regarding crime, safety and any other related issues. The Divisional Police Officer and other officers can be reached 24hrs daily and problems between officers and citizens are brought to senior officer level much faster.



*Picture 7: Ilupeju Police Station*

The 'Area F' police command headquarters, which hosts the Ilupeju police station in Lagos, has one of the best-equipped human rights desks among police stations in Nigeria. The Ilupeju Human Rights Desk was established by the Area Commander of Area F, who had to convert his official car park to create the Human Rights Office, due to office accommodation constraints faced by the command.

As a result of the PSVW 2006, the Human Rights Desks were established in June 2006 through a CLEEN's initiative to train the human rights desk officers across Nigeria on dealing with human rights complaints, particularly on gender-based violence.

A Human Rights Desk has been introduced at various levels of the Nigerian State Police. People can complain about the police and the violation of their rights. Citizens are encouraged to fill complaints there and efforts are made to maximize the independence of the desk and its access by citizens. The desk is a human rights oriented variety of an internal investigation unit, which is responsible for the investigation of complaints and further disciplinary steps.

Bercham Police Station, Ipoh, Malaysia	
Indicators	Scores
Community Orientation	96.9
Physical Conditions	98.8
Equal Treatment of the Public	96.1
Transparency and Accountability	95.3
Detention Conditions	94.2
Overall Score	96.3

The Bercham police station in the Ipoh police district, Malaysia, with a score of 96.31, was assessed as the Best Police Station by a jury at an Asia Regional Ceremony from among 189 stations visited in Asia. Differently from other regions, IDC, an Altus founding member, decided to convene a jury to assess the police stations which had high scores according to visitors' perceptions. The participating countries in the PSVW 2007 also included India, Pakistan, Sri Lanka, and South Korea.

The Bercham police establishment officially became functional in 1950 and in 1984 was upgraded to a police station. The new building on the old premises was inaugurated in 2005. The police station serves a total population of 88,911 in an area of 11.5 sq. km. to the west of Kuala Lumpur. It caters to both urban and rural areas with 59 housing societies, four apartments and six villages under its jurisdiction. These areas have a commercial sector and an industrial area which has both light and heavy industries. Religious places of worship under the station's jurisdiction include six Buddhist temples, two mosques and a Sikh gurdwara.



Picture 8: Bercham Police Station - Malaysia

The Bercham police station is a new building with state-of-the-art service facilities including CCTV cameras in lock-ups, staff quarters with its own backup of water, electricity and garbage disposal unit. The station has a total strength of 38 personnel including seven female staff. Working facilities for staff are modern and fully computerised and each section is self-sufficient in its functioning. It is well-g geared to receive the community with an enquiry counter for the designated staff to deal with visitors, a visibly placed recep-

tion area, clear guidelines to make police reports and brochures specifying the gamut of services and programmes provided by the station. These services are spatially organised with separate interview rooms, witness communication cabins and operative areas. The station is particularly geared to address the needs of its community both for services and crime prevention.

Interaction with the community is two-pronged. While jurisdiction is divided into separate patrolling areas using a sector system with personnel assigned to supervise housing estates, establish rapport and distribute crime-prevention brochures and calling cards. The other outreach programme is through police activities, which support religious and community functions, hold meetings with community leaders and police integration into functions organised by public bodies. Through both these approaches, the police inform the community about crime, crime-prone areas, prevention strategies and provides direct access to the police hierarchy by distributing calling cards of personnel in-charge of their areas.

Furthermore, the station commander has designated Tuesday as the day to meet the public, when community members provide suggestions, opinions and also complaints directly to the head of the station. These meetings are held at the station commander's office. Another good practice of the police station is that of providing evaluation forms for the services provided. The feedback from these forms is integrated to improve the services. Typically, residents of estates wanted more patrolling, particularly when they are travelling with their homes susceptible to break-ins. The detention areas have been paid particular attention. While the cells are Spartan, neat and modern, there is a separate control area with details of the detainees, space for visitors and an exclusive exercise area for the detainees.





# Europe

Tirana DP Headquarters, Albania	
Indicators	Scores
Community Orientation	100
Physical Conditions	98.5
Equal Treatment of the Public	96.4
Transparency and Accountability	100
Detention Conditions	100
Overall Score	99

The Tirana Department of Police Headquarters, with an overall score of 99, had the top score among the 108 police stations visited in Europe. Other participating European countries were Bulgaria, Latvia, Lithuania, the Netherlands, and Russia.

Among the 11 participating police stations in Albania, the Department of Police Headquarters of Tirana also received the highest score per each separate category of service: Community Orientation (100), Physical Condition (98.57), Equal Treatment of the Public (96.43), Transparency and Accountability (100), and Detention Conditions (100).



Picture 9: Tirana DP Headquarters - Albania

The Tirana DP Headquarters covers and coordinates the work of the all police stations in the capital of Albania. The Tirana Police Directorate also offers specialized services, detention rooms, and the central services for Tirana Municipality.

The transition from a communist to a pluralistic and market-based society has led to several social and economic problems, which changed enormously the context of policing in Albania. Drugs, human trafficking, and petty criminality became big challenges that the Albanian police face on a daily basis.

During the last few years, the relationship between the police and community has improved immensely. International and European organizations have supported the transformation of the Albanian police into a provider of community services. They have helped guide judicial reform on police procedures, adapting

them to the international conventions and other international agreements signed by the Albanian Government.

Tirana PD Headquarters' high scores during the PSVW 2007 can be understood by the participation of the Albanian police in the United Nations Development Program entitled Support to Security Sector Reform (SSSR). With the support of the European Union, and the government of Finland, Norway, and Ireland, this project has implemented initiatives related to community-based policing, strengthening police capacities and police-media relations, thus combining individual modules, the implementation of which depend on agreed consensus through a participatory approach. The SSSR program results from cooperation with the Albanian State Police, local governments, the Ministry of Education and Science, education departments and targeted communities and civil societies involved in community-based policing, conflict resolution and public awareness.



*Picture 10: Officers showing a computer to a kid*

# Latin America

Comandancia Norte, Chihuahua, Mexico	
Indicators	Scores
Community Orientation	100
Physical Conditions	100
Equal Treatment of the Public	100
Transparency and Accountability	100
Detention Conditions	100
Overall Score	100

Source: Police Station Visitors Week, 2007

The Comandancia Norte station of the Municipal Police in the city of Chihuahua, Mexico, had the highest score (100) among the 282 stations visited in Latin America in 2007. The station is located in the city of Chihuahua, which is the capital of the biggest Mexican state by the same name, located in the north of the country. With a population estimated in 1.000.000 inhabitants, Chihuahua is situated in the border with the US in a desert.

Chihuahua is an extense city, one or two-story building are the majority and buildings with more than three floors are scarce. Economic activities are cattle rising and piece and parts industries. It is a passage city on the way to Ciudad Juárez, a city next to El Paso, Texas. in the US, Ciudad Juárez is a pole of attraction for Mexicans who look for an opportunity to immigrate, surviving by doing all kinds of small jobs.

The city has two “Comandancias”: one in the north and another in the south of the city, which are the only police stations in the city. Together, they are manned by around 900 police officers, each of which drives the patrol car assigned to him/her, alone, equipped with a laptop. Radio communications assure almost immediate back-up if necessary. Besides patrol cars, the police force has bicycles, motorcycles, horses for the rural areas and a helicopter. Police officers work on twelve-hour shifts, four days per week.

The “Comandancia Norte” is a big and modern facility, with enough personnel to serve the public around the clock. Well furnished and decorated, it has spacious offices for the staff, enough computers for the needs of service and a sophisticated communications system, both for the officers on patrol and for the public.

The Municipal Police is affiliated to the Commission for Accreditation of Law Enforcement Agencies (CALEA)<sup>6</sup>,

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<sup>6</sup> CALEA was launched in 1979 and is comprised for four major law enforcement executive membership associations: International Association of Chiefs of Police, National Organization of Black Law Enforcement Executives, National Sheriff's Association, and the Police Executive Research Forum. CALEA (a.k.a. the Commission) was created to develop a set of universal law enforcement standards and an accreditation process by which law enforcement agencies at the state levels can demonstrate voluntarily that they meet professional standards. In 1996, CALEA and APCO (Association of Public Safety Communications Officials) combined resources to develop an accreditation program specifically for Public Safety Communications Agencies. The goals of the Public Safety Communications Accreditation Program are to: Promote superior public safety communications services; Recognize professional excellence; not conflict with technical standards established by competent authorities.



based in the US. It is said that the Municipal Police of Chihuahua is the only police agency affiliated to the CALEA in Latin America.

Juveniles, adults and females detainees are separated in the detention area, which has mattresses, blankets, toilets as well as central heating and a closed-circuit TV for permanent surveillance. Detainees are fed three times a day and the cooking area is clean and fit. All procedures for handling detainees are agreed by CALEA as well as most of policing procedures.



*Picture 11: Comandancia Norte Station*

Regarding crime prevention, the Comandancia Norte has video cameras distributed all over the city and the surveillance centre is located in a big room, with high technology. The station also has a crisis room which can be used in critical events.

Community orientation is a general principle for the Dirección de Seguridad Pública Municipal, and several programs in that direction put that principle into practice. One example is the Blue Button, which is a panic button, installed by the Municipality in cooperation with the community in strategic houses throughout the city. This partnership is established with the neighborhood associations and their mission is to help the police to provide safety to the local communities. The houses are chosen for their location and for always having someone in the house during the day. Those “Blue button houses” are visited periodically as a follow-up routine and those who live there undergo periodical training in its adequate use. The Blue button is not limited to criminal situations and can be used in all kind of emergencies, including severe medical emergencies or fire.

There are also other examples of good interaction with the community. The School Officers project consists in assigning a police officer for almost every school in the city at the beginning and at the end of school hours. It is always the same officer, who also undergoes special training for those functions.

The station also provides services for the deaf and hard of hearing. All of them have been contacted through their Association and given a special phone number (a cellphone which only receives incoming calls and therefore is very inexpensive) to which they can send written messages. They receive several calls each month and reaction time is short.

As the Direction also has under its control the firemen and their headquarters are in the same complex than the police, several joint programs are conducted such as prevention of car robberies, prevention of house burglaries, guided visits of police headquarters, prevention of robberies in stores and industries, prevention of physical and sexual attacks to women, and the anti-drug program.

# North America

San Dimas, Los Angeles, US	
Indicators	Scores
Community Orientation	92.5
Physical Conditions	98.3
Equal Treatment of the Public	95
Transparency and Accountability	90.8
Detention Conditions	95
Overall Score	94.3

Source: Police Station Visitors Week, 2007

The San Dimas station received the highest score, 94.3, from among 22 police stations visited in the United States. Located in the eastern portion of Los Angeles County, San Dimas serves the City of San Dimas as well as the unincorporated communities of Covina, Azusa, Glendora, La Verne, and Claremont, which are lower to middle income areas composed of predominantly white and latino populations. The station also provides law enforcement for the Azusa Canyon and Mount Baldy areas of the Angeles National Forest.



Picture 12: San Dimas Station

The current station was opened in 2006 and is currently under the command of Captain Joseph Hartshorne. In addition to containing a fully staffed Detective Bureau to investigate burglaries, assaults, and many other crimes, they also provide specialized “problem-oriented policing” to address quality of life issues within the city of San Dimas. Three Special Assignment Deputies who are bicycle patrol certified have been contracted by the city of San Dimas. San Dimas also coordinates Business and Neighbourhood Watch Programs through a crime prevention officer, as well as youth and school programs

The San Dimas Sheriff’s Station is also distinguished by its exceptional Mountain Rescue Team. This unit consists of highly trained and dedicated men and women volunteers and Reserve Sheriff’s Deputies and carries out rescues and searches in the Angeles National Forest. Currently, they respond to around seven rescue calls each month ranging from searching for lost hikers to rescuing people who have been injured.

The station itself is state of the art — equipped with the latest technical equipment to serve the public. The facility is less than two years old and the detention facilities are modern, clean and secure. While many stations contain reception desks surrounded by safety glass, the reception area at San Dimas is more remi-

niscent of a lucrative business office than a police station, resulting in a far friendlier atmosphere. The station also contains a spacious room dedicated for community use. This room is available upon request for engagements, such as community meetings and functions. Visitors comments also highlighted courteous, polite and highly informative officers. There is also available to the public a number of informational services, facilities and referrals, ranging from children services and women's shelters to adult rehab. It was noted, however, that information about how to report officer misconduct or register complaint against an officer was not readily available.



*Picture 13: Lobby*





Information about the departments which participated in the Police Station Visitors Week can be found at their respective websites. A list of community organizations which participated around the world can be found at the project's web site: <http://www.altus.org/policevisit>.

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