

ATTP 3-39.10 (FM 19-10)

LAW AND ORDER OPERATIONS

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Law and Order Operations

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Preface

Army Tactics, Techniques, and Procedures (ATTP) 3-39.10 is aligned with Field Manual (FM) 3-39 and the Military Police Corps Regiment's keystone operational doctrine. It provides guidance for commanders and staffs on military police law and order (L&O) operations. L&O operations support all elements of full spectrum operations (offensive, defensive, and stability or civil support operations). This manual emphasizes policing capabilities necessary to establish order and subsequent law enforcement (LE) operations that enable successful establishment, maintenance, or restoration of the rule of law. While this manual focuses on the L&O function and its associated tasks and principles, it also emphasizes the foundational role that L&O operations and policing, in general, play in the military police approach to missions and support to commanders. The L&O function is the lead function of military police, shaping the approach of military police and providing the foundation on which the other military police functions are conducted.

ATTP 3-39.10 is written for Army military police personnel conducting L&O operations while assigned to military police brigades, battalions, companies, detachments, U.S. Army Criminal Investigations Command (USACIDC) elements, military police platoons organic to brigade combat teams (BCTs), and provost marshal (PM) staffs. It applies to military police commanders, staff, functional cells, and multifunctional commanders and staff elements at all echelons tasked with planning and directing policing and LE operations. This manual describes military police L&O operations executed across the full spectrum of Army operations and operational environments (OEs), with specific emphasis on police station operations and associated LE patrol activities.

The manual is focused on establishing the framework of L&O as the foundational function of military police and describing L&O support to full spectrum operations. Additionally, this manual—

- Refines, clarifies, and establishes key L&O definitions.
- Incorporates the latest task analysis and synchronizes L&O doctrine and task alignment to the Army Universal Task List.
- Acknowledges the ability of military police and USACIDC elements to provide policing and LE capabilities in support of commanders during full spectrum operations and validates the application of L&O across the spectrum of conflict.
- Applies lessons learned through the conduct of recent operational experiences.
- Includes applicable traffic operations doctrine (formerly incorporated in to FM 19-25).
- Describes the integration of modular L&O capabilities to support Army operations.
- Incorporates the latest revisions to FM 3-0 and other emerging doctrine, including FM 3-07, FM 3-07.1, FM 3-28, FM 3-37, and FM 5-0.

This manual is organized into seven chapters with eight appendixes to provide additional details on selected operational topics. The first two chapters describe L&O aspects of the OE and the planning and integration of L&O operations in support of full spectrum operations. The remaining chapters discuss LE operations, police engagement, and host nation (HN) police training and support. A brief description of each chapter and appendix is provided below:

- Chapter 1 describes the OE, with particular focus on the nature and scope of modern conflict and the relevance of L&O operations within the OE. It provides key definitions and the doctrinal framework for L&O operations that provide understanding and focus for policing and LE activities. The discussion is not a repeat of information in previous manuals but, is focused specifically on those aspects of the OE that generate requirements for L&O operations.
- Chapter 2 provides considerations for planning and conducting L&O operations. The chapter includes a discussion of the policing principles, the various policing models and strategies, and the relationship between LE and due process.

- Chapter 3 discusses the mission command of L&O operations. It focuses on police station operations and the relevance of the police station to the command and control of police assets and the management of police information and specific LE activities and requirements.
- Chapter 4 describes LE patrol operations, including discussions of patrol methods and strategies, interviews and LE interrogations as they apply to basic LE patrols, search and seizure procedures, and basic report writing.
- Chapter 5 focuses on police engagement. This chapter discusses police engagement as a policing and LE-specific application of activities to inform and influence. It describes police engagement planning and coordination considerations; specific police engagement activities; and the use of forums, working groups, and boards to facilitate police engagements.
- Chapter 6 describes traffic operations, as conducted within the L&O function, and includes a limited discussion on traffic-related tasks conducted within the context of maneuver and mobility support (MMS) operations. It discusses traffic planning, traffic control and enforcement, traffic accident investigations, and traffic assessments.
- Chapter 7 discusses building police capability and capacity. This chapter includes a discussion of HN police support and the restoration of civil control: the reconstitution of HN police forces, training of HN forces, mission command of military police elements conducting HN police training and support, and sustainment of HN police forces.
- Appendix A provides information on authority and jurisdiction in conducting LE operations.
- Appendix B describes basic police station construction requirements.
- Appendix C addresses basic evidence collection guidelines and provides a doctrinal framework describing evidence collection and forensic analysis.
- Appendix D focuses on customs and border control support by Army military police.
- Appendix E discusses methods for calculating LE patrol and manpower requirements.
- Appendix F focuses on crime prevention programs and strategies.
- Appendix G provides basic planning considerations for L&O-related equipment requirements.
- Appendix H describes considerations for special-response situations.

ATTP 3-39.10 provides the operational architecture and guidance for military police commanders and trainers at all echelons for the integration and instruction of L&O operations in established curriculum within the Army's education system. This doctrine will assist Army leaders and trainers at branch schools to plan, integrate, and teach L&O capabilities and applications in support of Army and joint operations.

Terms that have joint or Army definitions are identified in the text. Terms and definitions for which ATTP 3-39.10 is the proponent manual (the authority) are indicated in the glossary and are printed in boldface and italicized in the text. These terms and their definitions will be incorporated into the next revision of FM 1-02. For other definitions in the text, the term is italicized, and the number of the proponent FM follows the definition.

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), the United States Army Reserve (USAR), and Department of the Army (DA) civilian and contract personnel, unless otherwise stated.

The proponent of this publication is the United States Army Training and Doctrine Command (TRADOC). Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commandant, U.S. Army Military Police School, ATTN: ATZT-CDC, 320 MANSCEN Loop, Suite 270, Fort Leonard Wood, Missouri 65473-8929. Submit an electronic DA Form 2028 or comments and recommendations in the DA Form 2028 format by e-mail to <leon.cdiddmpdoc@conus.army.mil>.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

Refer to Federal Standard 376B for metric conversions.

Introduction

The establishment of full spectrum operations as the Army operational concept—and the shift to a doctrine where offense, defense, and stability or civil support are executed simultaneously and with equal emphasis—has been the catalyst in a major shift in thinking by military planners and commanders. Current doctrine and policy reinforce that the ultimate measure of success of any major operation is typically not realized through operations where offense and defense (traditional combat operations) are the dominant forms. Current doctrine establishes that stability operations and associated efforts to establish safe and secure environments culminating with a capable HN governing its own population, should be provided equal emphasis in military planning and execution. L&O operations are critical enablers to lines of effort supporting the creation of civil security and civil control necessary to achieve success.

Strategic and technological advances, geopolitical instability, and expanded threat spectrums have been the driving force for generating operational and organizational changes throughout the Army, to include the Military Police Corps Regiment. Army doctrine identifies four types of complex, interrelated, and emerging security challenges—irregular, traditional, catastrophic, and disruptive—to which U.S. forces will have to respond. The most immediate and pervasive threat the United States faces is the irregular security challenge. Irregular forces include insurgents, terrorists, and criminals who typically use asymmetric warfare and who benefit from conditions in areas throughout the world where HN governments are ineffective or nonexistent. The criminal threat can impact military operations and require commanders to commit forces and resources to minimize threat situations. To meet the challenges of current and future OEs, the modular military police structure is strategically mobile and provides operationally and tactically agile capabilities to respond to worldwide military police requirements.

L&O operations have historically been understood to consist of LE missions supporting U.S. military commanders and their efforts to police our military personnel, civilians, and family members working and residing on U.S. military posts, camps, and stations. (*Posts, camps, and stations* refer to any U.S. military installation, base, or other location within the United States and enduring installations, bases, or other locations outside the United States employed to support long-term military commitments and/or serve as power projection platforms.) U.S. Army doctrine has not historically focused on L&O operations outside of LE support to posts, camps, and stations. L&O support to the operational commander and the capabilities inherent within LE organizations have been largely disregarded within Army (and joint) doctrine. Recent conflicts and the nature of the threat within the OE have increased the relevance of L&O operations and LE capabilities in support of Army operations. The applications of L&O operations and the requirements for Army LE personnel to conduct these operations have grown tremendously as nation building and protracted stability operations have demonstrated the need for civil security and civil control as critical lines of effort within the larger effort to transfer authority to a secure and stable HN government.

Lessons learned from recent conflicts, coupled with task analysis conducted by the U.S. Army Military Police School (USAMPS), Fort Leonard Wood, Missouri, have resulted in an expanded doctrinal framework and understanding of L&O operations. The expanded framework does not establish new tasks within the L&O function, but identifies and documents missions and tasks in the revised doctrine that have historically been conducted by military police thought they have not been adequately documented within Army doctrine. Recent updates to military police keystone doctrine establish L&O as the primary military police function, shaping the actions and perspectives of military police in the conduct of all military police functions. These updates describe L&O operations within the context of two activities—policing and LE. Policing activities are general actions aimed at establishing order and stability within an area of operations (AO); LE activities are tied to the rule of law and require specific training and authority for the element or personnel performing the actions. While military police are uniquely qualified to conduct policing, these activities do not require personnel specifically trained for LE activities. LE activities require specific training and may only be conducted by LE personnel (military police, USACIDC special agents [SAs], or other trained and certified LE personnel).

Beyond support to posts, camps, and stations, the requirement for military police capabilities in training and supporting HN police is the most visible and resource-intensive L&O activity. Additionally, maneuver commanders recognize several key LE enablers that greatly enhance and contribute to mission success, including—

- Expertise in evidence collection that is critical to successful site exploitation.
- Biometric applications and modular forensic laboratories.
- Identification of critical civil information regarding the criminal environment, the HN police capability and capacity, and the local population which is obtained through integrated police intelligence operations.

Whether conducting LE activities in support of posts, camps, and stations; supporting protection requirements; maintaining and restoring order in an effort to stabilize an AO; providing training and support to HN police; controlling populations; or supporting humanitarian relief operations, military police L&O capabilities are invaluable to the maneuver commander.

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Chapter 1

Law and Order and the Operational Environment

Throughout the history of U.S. military conflict, the requirement to maintain good order within the ranks, facilitate readiness, and protect combat power has been constant. Additionally, U.S. military operations have historically been required to engage in nation building following major combat operations (MCO) or as a part of stability operations. This has required Army elements to establish, restore, and maintain order within the OE and establish civil security and civil control, supporting a transition to self-governance under the rule of law. These requirements have been complicated by the changing nature of the threat and evolving political solutions in how to deal with irregular threat elements captured or detained during military operations. Conflict in the near future will likely be characterized by irregular threats of insurgent elements and criminal groups operating in, and taking advantage of, failed or failing states. These threats may operate unilaterally or in conjunction with a larger conventional force. Many of the insurgent elements operate in a manner that is consistent with traits of criminal organizations, employing tactics and using structures and networked organizations similar to organized criminal elements. To combat these threats requires capabilities consistent with LE organizations. Military police provide Army commanders with these LE and policing skills and capabilities.

OPERATIONS FRAMEWORK

1-1. Instability and persistent conflict threatening U.S. interests at home and abroad are a constant risk faced by national leadership. Globalization, advances in science and technology, demographic shifts, urbanization, increasing competition for resources, natural disasters, proliferation of weapons of mass destruction and effects, and economic and political conditions leading to the increased occurrence of failed and failing states all shape an era of persistent conflict (see FM 3-0). The U.S. military will be required to operate in this environment of extreme uncertainty. Within these uncertain environments, the mission to establish civil security and civil control to enable the transition from military operations back to civilian control will be a constant requirement for military leaders. Military police and USACIDC L&O operations have historically been, and will continue to be, required to assist commanders in maintaining a safe and secure environment for their own personnel and provide Army LE resources in support of friendly force operations. L&O operations are also a key enabler in support of civil security and civil control lines of effort conducted to establish conditions, capability, and capacity within the HN, leading to the successful transition to civilian control.

1-2. The increased requirements to prosecute threat personnel who are captured by military forces within expeditionary environments, for the crimes they commit have significantly increased the relevance and requirement for LE capabilities throughout full spectrum operations. Military police and USACIDC Soldiers provide technical capabilities required for collection, preservation, and documentation of evidence gathered at incident sites or subsequent to capture and detention of threat personnel. USACIDC personnel can also provide investigative support of criminal activities leading to prosecution in criminal courts, to include those supporting war crimes prosecution.

1-3. *Law and order operations* encompass policing and the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment (FM 3-39). The L&O function is identified as the lead military police function. It provides the foundation for military police technical and tactical operations and the policing lens through which military police operations are viewed. It shapes the military police approach to the OE and provides the foundation upon which

military police operations are conducted. L&O operations and the skills and capabilities inherent in the function, provide the fundamentals that shape the mind-set of the military police Soldier and the manner in which other military police functions are framed and conducted. L&O operations encompass two major subfunctions—policing and LE. These two subfunctions are complementary, but are conducted with a different intent. Policing is focused on maintaining order, safety, and security without an intent to enforce laws on the population and compel compliance at the risk of legal penalties; LE, as the term suggests, is conducted for the purpose of enforcing laws, investigating crimes, and apprehending (when warranted) persons for adjudication within the appropriate judicial system.

1-4. The capabilities and training inherent in the L&O function inculcate military police Soldiers and leaders with a common policing approach. The ultimate goal is to maintain order through active prevention measures while protecting personnel and assets. Military police Soldiers and leaders apply this policing approach in the conduct of all operations. This approach to operations emphasizes—

- A rapid and accurate assessment of the OE, with focus on the criminal dimension.
- Effective interpersonal communications that facilitate information and police engagement.
- Critical thinking and problem solving to establish control and deescalate incidents (when possible).
- A disciplined and precise method of documenting incidents and actions that support criminal investigative and due process requirements.
- The rapid identification of threats, the exercise of restraint, and the application of appropriate force options (from verbal persuasion to lethal force), when necessary, to control the environment.
- Observation skills critical to identify evidence, information, or environmental variances that build situational awareness, facilitate situational understanding, contribute to policing and LE efforts, and support the operations process.

LAW ENFORCEMENT

1-5. Law enforcement includes those activities performed by personnel authorized by legal authority to compel compliance with, and investigate violations of, laws, directives, and punitive regulations (FM 3-39). (See appendix A and appendix B.) LE occurs in direct support of governance and the rule of law; however, for LE to occur, a legal system must exist. Typically, LE is performed by personnel trained as police officers and held directly accountable to the governmental source of their authority.

1-6. LE is typically conducted concurrently with policing tasks that complement the LE mission (crime prevention, physical security, some traffic control measures). LE requires specific training, certification, and demonstrated capabilities that typically preclude untrained personnel from conducting the LE mission. The specific training required of Army LE and other LE agencies is designed to provide—

- An understanding of the rules for use of force and force escalation.
- Competence in personal protection techniques to avoid physical injury.
- Training in less lethal techniques for subduing individuals.
- An understanding of laws relevant to LE, including—
 - Due process requirements.
 - Authority and jurisdiction.
 - Search and seizure requirements and constraints.
- The knowledge of proper evidence collection techniques.
- The ability to write coherent police reports.
- An understanding of emergency and special response requirements.

POLICING

1-7. *Policing* is the application of control measures within an AO to maintain law and order, safety, and other matters affecting the general welfare of the population (FM 3-39). The Army conducts policing continuously to maintain order within its communities and formations. When directed, the Army also applies policing activities to civilian populations to restore order when the rule of law has broken down or

is nonexistent. In general, policing is not dependent on a legal structure and does not include the enforcement of specific laws or punitive regulations. Policing tasks are employed in an effort to restore or maintain order when the destruction of a threat and associated infrastructure is not the intent.

1-8. Policing is characterized by the restrictive rules of engagement or rules for the use of force, designed to limit the application of force upon a population or group. This restraint differentiates policing from conventionally focused military operations. Military police Soldiers are trained to conduct missions using the minimal force necessary to accomplish their task. This inherent mind-set of the deescalation of violence and restraint makes military police Soldiers highly suited to policing tasks. Policing is a critical step in establishing civil security as a precursor to establishing civil control and the transition to self-governance by the rule of law. Policing tasks conducted with no LE purpose can be conducted by any Army Soldier with appropriate training.

Note. Typically, the corrections mission is not considered an LE function; the corrections mission is its own leg of the criminal justice system—police, corrections, courts. Military police (military occupational specialty 31E and 31B) conduct most internment and resettlement tasks within the context of detainee and dislocated civilian operations; however, some tasks can be conducted by other Soldiers with appropriate supervision and training. Corrections operations are the exception to that rule; corrections operations require specially trained military police (military occupational specialty 31E) or other personnel who are trained in the technical and legal requirements associated with conducting corrections operations as an integral part of the criminal justice system, operating under the rule of law. Internment and resettlement operations are described in FM 3-39.40.

1-9. The military police functions are policing in nature, conducted with the primary purpose of maintaining an environment with the requisite order and stability for commanders to focus their efforts on other critical missions and tasks. The policing nature of military police operations does not negate the capability of military police units to perform limited offensive actions to eliminate Level I and Level II threats when required. Many tasks aligned within the other military police functions (police intelligence operations, internment and resettlement, MMS, and area security) are conducted concurrently to complement the L&O function. Police intelligence activities are integrated throughout all military police functions; however, the primary role of these activities remains in support of L&O operations. Physical security, reconnaissance and surveillance, and populace and resource control tasks are typically aligned with the area security and MMS functions, but are heavily employed in direct support of L&O operations.

LAW AND ORDER FUNCTION

1-10. L&O operations are the primary role of military police and shape the actions and perspective of military police Soldiers and leaders in the conduct and execution of all other functions. Military police and USACIDC units work to reduce the opportunity for criminal activity throughout an AO by assessing the local conditions; conducting police engagements at all levels (to include coordinating and maintaining liaison with other Department of Defense [DOD], HN, and multinational agencies) and developing coherent policing strategies. At all levels, they coordinate actions to identify and influence crime-conducive conditions that may promote random and organized criminal activity or that have the potential to threaten Soldiers, units, assets, or tactical lines of effort. Regardless of the OE, offenses committed against U.S. forces and property degrades military discipline, morale, and operational capabilities. In coordination with federal, state, local, and foreign LE agencies, the investigation of crimes and offenses is conducted to support the commander's effort to protect personnel, resources, and critical assets. Military police support and develop strategies to maintain order and enforce the rule of law across the spectrum of conflict.

1-11. The L&O function is an enabler of the commander's inherent responsibility to maintain order and discipline within the ranks of the formation. It is through the day-to-day conduct of LE in support of posts, camps, and stations that military police gain critical interpersonal skills and technical policing and investigative capabilities critical to L&O missions in support of full spectrum operations within any OE. LE skills are perishable and best honed through a combination of training, hands-on application, and experience. Commanders of military police, BCT, sustainment, or other units with assigned military police personnel must ensure that those personnel are trained and allowed to work in their LE capacity. This

action requires coordination with the PM responsible for L&O operations at the home station. When at home stations, military police Soldiers (military occupational specialty 31B), regardless of their units of assignment, must be incorporated into the local PM LE mission schedule. This incorporation provides on-the-job training that builds and reinforces critical LE skills and capabilities. As with similar training relationships for medical personnel, this method provides a benefit for their organic units and provides critical training that may otherwise be impossible to obtain within those units.

1-12. Military police and USACIDC elements execute the L&O function during full spectrum operations in support of civil security and civil control lines of effort supporting HN governance and the rule of law. In many operations, especially following MCO or disasters in which HN capabilities have been destroyed or rendered ineffective, establishing civil security and civil control are critical to gaining a stable and secure environment. Military police and USACIDC elements execute the L&O function early in these operations, in conjunction with MMS or area security missions and enabled by integrated police intelligence operations, to set the conditions for a successful transition to stability operations and the eventual transfer of authority to HN police and security elements. While area security and MMS are treated as separate military police functions, they are inherently policing-focused functions.

1-13. The early commitment of military police and USACIDC elements to conduct L&O and other policing tasks as a shaping operation can help commanders identify and understand the security environment, to include the criminal and other threat elements operating in the AO, and any existing HN police capability and capacity. As stability operations become the dominant operation in an OE, the focused demand for military police and USACIDC capabilities generally transitions from primarily MMS and area security operations to L&O operations. Stability operations typically produce the highest magnitude of requirements for L&O operations within the context of full spectrum operations.

RULE OF LAW

1-14. The rule of law is a principle under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and that are consistent with international human rights principles (FM 3-07). The rule of law limits the power of government by setting rules and procedures that prohibit accumulating autocratic or oligarchic power. It dictates government conduct according to prescribed and publicly recognized regulations while protecting the rights of all members of society. It also provides a way to resolve disputes nonviolently and an integral method to establish enduring peace and stability. Generally, the rule of law exists when—

- The state monopolizes the use of force in resolving disputes.
- Individuals are secure in their persons and property.
- The state is bound by law and does not act arbitrarily.
- The law can be readily determined and is stable enough to allow individuals to plan their affairs.
- Individuals have meaningful access to an effective and impartial legal system.
- The state protects human rights and fundamental freedoms.
- Individuals rely on the existence of legal institutions and the content of law in the conduct of their daily lives.

1-15. The rule of law is the foundation upon which the legal system is built, enabling equal and fair treatment in the enforcement, investigation, adjudication, and punishment of offenses. Military police conduct and support activities within the full range of legal systems, from established and mature legal structures (the Uniform Code of Military Justice [UCMJ] and civilian courts in the United States) to near anarchical systems (such as those present in Iraq immediately following the fall of the Ba’athist government). A criminal justice system based on the rule of law provides the laws and legal structure required for L&O operations, specifically LE activities.

1-16. A functional criminal justice system requires three separate, yet supporting and complementary legal functions—judicial, LE, and corrections—to work effectively; these functions are critical to the maintenance of the rule of law and the legitimacy of civil authority. The functions of the criminal justice system are inextricably connected and interdependent. Military police support all three functions, although they provide the primary operative elements within LE, corrections, and detention activities. Military police

support the rule of law and the legitimacy of the government through LE, corrections, and detention activities and the professional and ethical methods that characterize their conduct. The professional and ethical execution of all domains within the rule of law is critical in establishing and ensuring legitimacy of the government in the eyes of the populace.

1-17. In some operations, a criminal justice system and the rule of law may be virtually nonexistent. This may be the case in the aftermath of MCO where regimes have been toppled and the existing infrastructure (to include civil security and civil control mechanisms) has been decimated. This was the case immediately following MCO in Iraq. The immediate aftermath of major disasters (natural and man-made) may also produce environments where the rule of law is nonexistent or ineffective due to a lack of legitimate government control or substantial degradation in capability. In these environments, efforts to establish civil control and civil security (leading to the emergence of a legitimate government based on the rule of law) must be initiated at the earliest feasible point. When possible, these efforts should begin during MCO to eliminate significant delays to control and security efforts.

1-18. In certain OEs, military police may initially operate without an HN police organization or with a fledgling force that cannot match the military police capabilities, numbers, or standards of ethical conduct. In many instances, military police will operate with civilian police from other nations operating under the authority of international organizations (such as the United Nations). (See FM 3-07 and FM 3-07.1 for additional information on civilian police partnerships in building police capability and capacity.)

1-19. In the United States and its territories, military police work closely with local, state, tribal, and federal LE organizations during normal operations and defense support of civilian authorities events (such as during natural disasters or large-scale disruptions to the social order) within the limitation of established laws, including the Posse Comitatus Act. (See the section on L&O support during civil support operations later in this chapter for additional information. See FM 3-28 for additional information on the Posse Comitatus Act and civil support operations.)

1-20. Efforts to prosecute threat personnel captured during military operations in civilian criminal courts have placed emphasis on the importance of site exploitation efforts, to include evidence collection, preservation, forensic analysis, and documentation required for prosecution within civilian judicial systems. (See appendix C.) Adherence to evidentiary and other due process requirements within many OEs is difficult, at best, and requires specific technical training to be performed properly and to withstand scrutiny at criminal trials. Army LE is uniquely suited to perform these tasks and to provide training and guidance to other Soldiers regarding evidence collection requirements. War crime investigations are typically supported by USACIDC elements.

OPERATIONS ACROSS THE SPECTRUM OF CONFLICT

1-21. L&O operations are conducted across the spectrum of conflict. Policing and LE tasks associated with L&O operations are typically conducted simultaneously; the relative emphasis given to policing and LE tasks specifically depends on the OE, the level of violence, and the presence of the applicable rule of law. An OE characterized by general war and MCO will require L&O operations heavily weighted toward policing tasks, with minimal emphasis on LE. OEs characterized by relative stability and governance under the rule of law will require much more LE activity and less focus on policing tasks. Figure 1-1, page 1-6, depicts LE and policing tasks relative to the level of violence, as depicted by the spectrum of conflict (see FM 3-0).

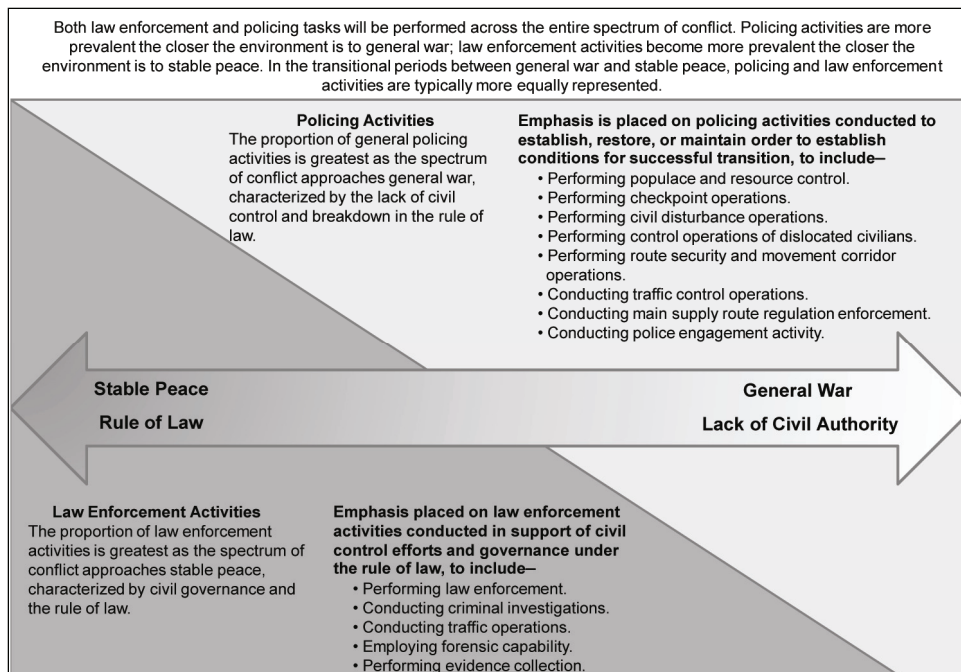


Figure 1-1. LE and policing operations within the context of the spectrum of conflict

1-22. U.S. military forces will continue to face a complex array of threats in a myriad of environments. These threats span a range that includes petty criminals, organized criminal elements, complex insurgencies, ideological terrorists, and rogue states with conventional military capabilities. Their organization types range from individuals and small teams to large militaries with complex, hierarchical structures. Current and future OEs require the U.S. military to engage in operations simultaneously across the spectrum of conflict, from stable peace to general war. The points along the spectrum are not static and are not exclusive. Even though a theater of operations will generally be characterized by a singular point along the spectrum, the levels of conflict and corresponding violence may vary within the theater of operations. It is not uncommon to conduct operations at different points along the spectrum simultaneously within a theater of operations or even within an AO.

1-23. General war includes MCO against conventional or unconventional forces. At this end of the spectrum of conflict, military police and other enablers are integrated to enable freedom of action for friendly forces while denying freedom of action to adversaries. Military police missions include identifying and meeting the challenges associated with the protection of high-risk personnel, facilities, assets, and other aspects not typically associated with close combat. L&O operations at this end of the spectrum are typically limited. They will be focused internally to maintain order and protect sustainment elements. As maneuver elements move forward or establish defensive positions, military police elements may begin initial police engagement efforts with friendly HN and multinational forces in the area, setting conditions for L&O operations in support of civil security and civil control lines of effort as the theater of operations stabilizes.

1-24. As the level of violence decreases, the environment may devolve into an insurgency situation. An insurgency may include the widespread use of terrorist tactics and criminal activities. Military police support operations at this point along the spectrum of conflict are predominantly through L&O missions focused on supporting civil security and civil control efforts, enhancing the commander's freedom of action by enabling freedom of movement, providing full dimensional protection in designated areas, supporting detainee or dislocated civilian operations, and supporting reconciliation efforts. Military police can help control, limit, or restrict insurgents' freedom of action in specific areas while supporting HN police and security strategies. At this point along the spectrum, military police conduct deliberate efforts to identify HN police capability and capacity and enforcement gaps and mechanisms, and to assess the criminal environment. Through police engagement activities and integrated police intelligence activities, military police and USACIDC personnel can identify conditions conducive to crime that may be exploited by insurgents, terrorists, or criminals. These assessments lead to initial efforts by military police to regenerate

HN police capability and capacity and shape conditions for a return toward normalcy. Military police and USACIDC personnel provide critical technical capabilities for site exploitation relevant to evidence collection, tactical questioning, and LE interrogations (when warranted). Chapter 4 contains a detailed discussion of LE interrogations; FM 3-19.13 provides information on LE investigations.

1-25. When one or more factions threaten or use violence to achieve their objectives, thus threatening the stability of the AO, the condition of the environment may be characterized as unstable peace. Unstable peace may also result when violence levels decrease after conflict. In some cases, external powers may intervene to limit conflict. Preventing a return to violence may require peace operations. Peace operations may be necessary when stable peace is not immediately achievable. Military police may support these efforts by providing L&O support, as required. This may include recruiting, training, and equipping HN police organizations to build force capability and capacity. A theater of operations characterized by unstable peace may have operating bases that have matured to a point where dedicated L&O operations may be required to provide LE support to friendly forces living and operating out of the bases.

1-26. At one end of the spectrum is stable peace (normalcy), characterized by relative order and little or no violence. Peaceful interaction may include cooperation and assistance. Military police may support HN police organizations through partnership and mentorship programs. Typically, during stable peace operations, these activities will be transitioning totally to HN control or to other civilian police agencies to assume the support mission. Assistance in response to disaster and humanitarian relief usually includes support to local and HN LE and opportunities that immediately and positively impact the situation. When HN police capability is rendered ineffective by disaster, be it natural or man-made, military police may be required to provide L&O support to the local population until the HN capability can be regenerated. Military engagement, security cooperation, and deterrence activities sometimes require large numbers of military forces. Forces performing these operations will need infrastructure, facilities, lines of communications, and base camps to support their sustainment. Military police will be engaged in protecting these Soldiers and facilities and supporting the commander by maintaining good order across the AO.

1-27. Military police must understand the complex environments in which they will be operating and the changing nature of warfare as it transitions along the spectrum of conflict. They must ensure that their efforts are consistent, nested, and conducted within a shared framework as they provide L&O support across the spectrum of conflict. Military police are organized, equipped, and trained to conduct L&O operations at any point along the spectrum of conflict. The focus of aggressive L&O activities, appropriate to the level of violence within the AO, is a critical enabler to overall command objectives.

SUPPORT OF FULL SPECTRUM OPERATIONS

1-28. Army forces may execute a simultaneous and continuous combination of offensive, defensive, and stability or civil support operations (see FM 3-0). Military police L&O capabilities are relevant within all four elements of full spectrum operations by maintaining good order, enabling freedom of action, providing protection of the force, and shaping conditions for the successful transition from combat operations to civilian governance under the rule of law. Military police L&O support to full spectrum operations includes a wide range of missions and tasks that support uninterrupted movement, allow maneuver forces to preserve combat power so that it may be best applied at decisive points and times, and foster rapid transitions in operations. Throughout all operations, USACIDC elements conduct required criminal investigations regarding U.S. personnel, war crimes, detainee abuse, U.S. military civilian employees, contractor personnel, and other persons accompanying the force. USACIDC SAs may also be assigned to battalion, brigade, and higher-level staffs within the PM section to support L&O planning and police intelligence activities and to provide advice to the command on evidence collection and targeting. USACIDC SAs assigned or attached outside of the USACIDC command structure are not authorized to conduct felony LE investigative operations (see Army Regulation [AR] 195-2). Specific L&O-related tasks that support full spectrum operations include—

- Conducting police station operations.
- Conducting criminal investigations.
- Conducting traffic enforcement operations.
- Employing forensic capabilities.

- Conducting police engagement.
- Conducting temporary detention of personnel.
- Providing protective services for selected individuals and high-risk personnel security.
- Conducting critical site security.
- Providing customs support.
- Restoring and maintaining order.
- Conducting border control, security, and freedom of movement operations.
- Restoring public safety and order.
- Performing HN police training and support operations.
- Providing support to civil LE.

1-29. Military police conduct L&O in support of full spectrum operations within three contexts or conditions, including support of—

- A commander's internal efforts to maintain good order and discipline, such as providing support for posts, camps, and stations within the United States and its territories or on base camps and other operational sites in mature theaters of operation outside the United States. In this context, the application of the L&O function is focused internally at policing our own Soldiers and civilians and deterring, mitigating, and preventing criminal and terrorist threats. L&O within this context is critical to preserving combat power and enabling commanders to focus on their primary missions. Deliberate L&O operations are significantly reduced during operations in immature theaters and during operations off a base of operations. Minor infractions are typically handled by the chain of command without direct military police support. USACIDC conducts criminal investigations of major crimes (including those involving death, serious bodily injury, and war crimes) regardless of the environment or relative maturity of the theater of operations.
- A commander's efforts to establish and maintain civil security and civil control within an HN to enable self-governance under the rule of law. This application is focused externally on policing and LE activities targeting the local population in an OE where HN policing and security capability is nonexistent or inadequate. The goal of any L&O operation within an HN is the eventual transition of all policing and LE functions to HN control.
- Local LE agencies within the United States or its territories in times of crisis during civil support operations. This may include—
 - U.S. Army National Guard military police elements that regularly support their respective state governors in this function while operating as state assets under Title 32, U.S. Code (32 USC).
 - U.S. Army Reserve and Regular Army military police elements, including federalized National Guard Soldiers, generally prohibited from direct participation in LE. (See FM 3-28 for additional information on civil support operations and a more complete discussion of the legal authorities and restrictions pertaining to military police L&O support to civilian LE authorities in the United States.)

OFFENSIVE OPERATIONS

1-30. *Offensive operations* are combat operations conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. They impose the commander's will on the enemy (FM 3-0). Offensive operations can range from MCO, when the offensive element of full spectrum operations is the dominant form of operation, to focused offensive actions taken within environments where stability operations are dominant. Due to the pace, level of violence, and intent, L&O operations are typically limited during MCO to the early shaping operations conducted to establish conditions to prepare follow-on efforts for civil security and civil control. These tasks may include military police, in concert with other elements, beginning initial efforts to restore and maintain order in areas passed by maneuver forces. Military police also initiate police engagement activities to begin the identification of criminal elements, early assessments of the criminal environment, and initial efforts to identify and establish rapport with existing HN police or friendly security elements. While extensive L&O operations during MCO are typically not possible, early and aggressive efforts to rapidly restore order and conduct police engagement

activities to establish a secure environment, increase situational understanding of the criminal environment, and build trust within the local population are critical enablers to the successful transition to stability operations and an eventual return to normalcy.

1-31. Military police can provide significant support to offensive operations conducted as focused operations—operations not associated with MCO. Military police elements can provide technical capabilities to identify, gather, preserve, and document evidence located as a result of offensive operations and at incident sites within the AO. Integrated police intelligence activities conducted by police intelligence analysts within PM sections or LE personnel attached to maneuver units can assist commanders by providing enhanced situational understanding of the criminal and threat environment. As the theater matures and HN capability and capacity is regenerated, military police (in concert with their HN police partners) can provide support and eventually take a lead role in offensive operations taken against threat elements.

DEFENSIVE OPERATIONS

1-32. *Defensive operations* are combat operations conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations (FM 3-0). L&O operations during the defense are similar to those in the offense, but can be more deliberate and focused due to the relatively static nature of defensive operations. Generally, interior lines of communications are more stable during defensive operations. This relative stability in unit locations and operations within the AO allows for more aggressive and thorough police engagement activities which, when enabled by integrated police and other intelligence, can result in a better understanding of the criminal environment and generate positive relationships with HN police, the local population, community leaders, other governmental agencies, and nongovernmental organizations. This condition sets the stage for successful stability operations and support for U.S. forces if offensive operations are required.

1-33. L&O operations within population centers and rural HN areas can be effective in restoring and maintaining order within the AO and enabling the transition to deliberate LE activities. Military police may be required to conduct initial L&O operations to restore and maintain order within the HN population with little or no HN assistance if HN police capability is significantly degraded or destroyed. Optimally, any available HN police capability that is friendly to U.S. forces will be employed to conduct LE and policing activities to support HN populations, with military police assistance as required. L&O operations during a defense mission can identify and prevent or mitigate criminal and terrorist threats against U.S. personnel and resources. They can enhance a commander's protection efforts and preserve combat power.

STABILITY OPERATIONS

1-34. *Stability operations* encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential government services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0). They may occur before, during, and after offensive and defensive operations. Stability operations lead to an environment in which, in cooperation with a legitimate government, other instruments of national power can be leveraged. Legitimate governments without legitimate police forces can result in disgruntled and unsupportive populations. The key to local security lies in the effectiveness and legitimacy of the police. (See FM 3-07 for additional information on stability operations.)

1-35. Military police support stability operations through the conduct of all five military police functions; however, military police missions will typically be prioritized to focus military police capabilities and effort toward L&O tasks to build the capacity of HN police, security, and military forces supporting efforts to restore public order and enable transition toward normalcy for the HN. While building or establishing a country's LE capability, military police may be required to conduct LE for the civilian population to simultaneously help restore order and rebuild police infrastructures.

1-36. In stability operations, L&O and integrated police intelligence activities that are synchronized and integrated within the intelligence, surveillance, and reconnaissance plan help military police and USACIDC elements detect, identify, and track criminal and other irregular threats. Military police share police

information and conduct joint police operations with HN police and other civilian LE and security agencies (United Nations civilian and border police and international police agencies). These agencies provide an important service during the transition from conflict to postconflict missions by assisting the HN with developing and training new police officers and increasing their capabilities and capacities (these capabilities are enhanced when input into the operations process and its integrated processes).

Host Nation Capability and Capacity

1-37. Military police L&O capabilities and supporting tasks are critical to the establishment of civil control and the success of stability operations. The goal of any stability operation is ultimately the transfer of authority and responsibility back to the HN government and its appropriate agencies. Establishing civil control is an integral requirement for enabling successful L&O operations. In relatively stable environments, HN LE agencies and security organizations may be capable of providing adequate L&O support to the HN population. However, often the security environment does not permit civilian HN LE agencies to operate effectively or at all. HN police organizations may be corrupt, hostile to U.S. forces, or unable to function due to a variety of factors. Especially during and immediately after significant conflict, military police and USACIDC forces must be prepared to fill the void until conditions permit HN police agencies to augment and eventually assume full control over the LE responsibilities.

1-38. Transitioning a nation from armed conflict to a state of normalcy typically requires HN LE agencies to receive training, advice, and technical assistance as they generate capabilities and capacities and seek to establish effectiveness and legitimacy in the eyes of the populace. Military police can support U.S. forces, HN police, and international LE agencies by providing continuity during and after the transition from military to civilian LE primacy. FM 3-07 provides a framework for stability operations that characterizes fragile states and outlines the three phases of effort—initial response, transformation, and fostering sustainability—by which military and civilian agencies assist the HN with transitioning from violent conflict to normalcy and establishing police primacy. An environment approaching normalcy will not require military forces to maintain security. The elimination of the requirement for military intervention and the primacy of police elements to maintain order and civil control is a key indicator of success and a return to normalcy (see FM 3-07). Figure 1-2 depicts military police support within the stability operations framework.

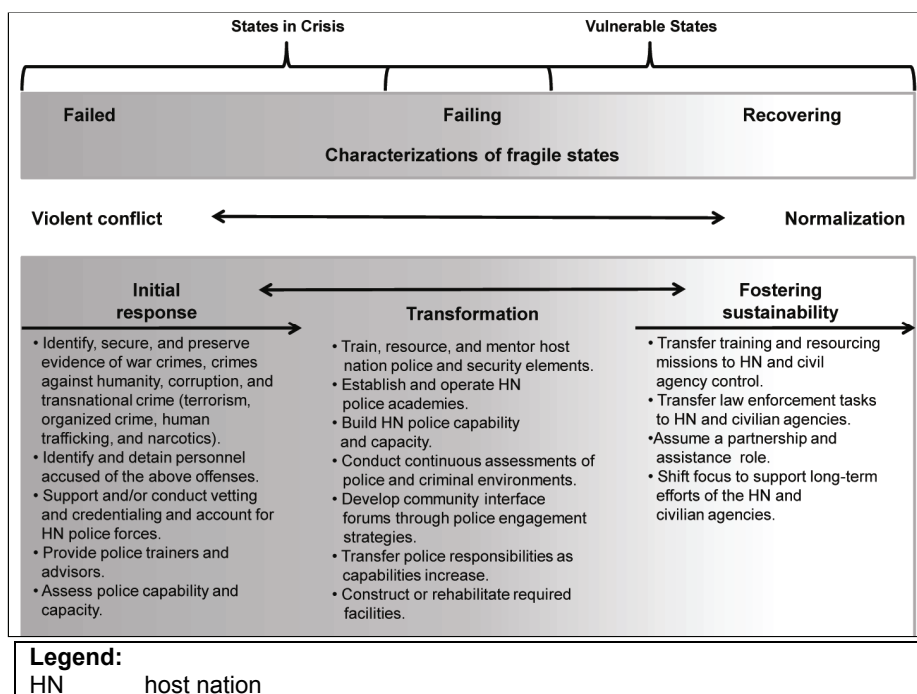


Figure 1-2. Military police L&O support within the stability operations framework

1-39. The U.S. Department of State is typically the lead government agency for providing security assistance to foreign governments. The Foreign Assistance Act of 1961 specifically prohibits assistance to foreign police forces, except within specified exceptions or when authority is granted by a Presidential directive. Typically, when police assistance and training is provided to a foreign government agency, U.S. Department of State provides the lead role through the Bureau of International Narcotics and Law Enforcement Affairs. In some instances, the President of the United States may delegate this role to other agencies. This situation has occurred in multiple cases in recent history, as in 2004, when a Presidential directive was signed granting the Commander, U.S. Central Command, authority to train and equip Iraqi police. Military police and other U.S. forces must be prepared to assume this role, especially when the security environment is unstable. As soon as practical, the U.S. Department of State should assume the lead role, with U.S. military forces assuming a supporting role (see FM 3-07.1).

U.S. Forces

1-40. During protracted stability operations, more extensive L&O operations in support of U.S. forces may be required, mirroring the support provided at a home station. As a theater matures and base camps grow in size, population, and varied demographics, the level of criminal activity and requirements for common LE tasks (such as traffic enforcement) increase beyond the capability of unit commanders. Military police will typically establish provost marshal's offices (PMOs) that are manned and equipped to provide L&O support to U.S. forces operating from relatively mature bases in support of full spectrum operations overseas. Base or geographic commanders will typically request military police L&O support within their bases, based on the relative maturity of the base and increased indicators (speeding, traffic accidents, larcenies, contraband concerns, other impediments to the good order and discipline of the force) that a dedicated LE capability is required. If the base or geographic commander has not directed dedicated L&O operations support, the PM or senior military police commander may recommend establishing a PMO based on the stated indicators.

CIVIL SUPPORT OPERATIONS

1-41. *Civil support* is defined as DOD support to U.S. civil authorities for domestic emergencies and for designated law enforcement and other activities (FM 1-02). Civil support operations are domestic operations that address the consequences of man-made or natural accidents and incidents beyond the capabilities of civilian authorities (see FM 1). Civil support operations are conducted within the United States and its territories and are divided into the three broad categories of domestic emergencies, support of designated LE agencies, and other support activities (see FM 3-28).

Note. State and local governments have the primary responsibility for protecting life and property and maintaining L&O in the civilian community. Supplementary responsibility is vested by statute in specific agencies of the U.S. government other than the DOD.

1-42. Civil support operations use Army forces to assist civil authorities as they prepare for, or respond to, crisis and relieve suffering. Typically, before civil support operations can be conducted with military personnel or resources, a formal request must be made by the civilian agency requiring support and approval given by the appropriate authority (see Department of Defense Directive [DODD] 5525.5). Civil support operations—

- Address the consequences of man-made or natural accidents or incidents.
- Normally occur after a Presidential declaration of a major disaster or an emergency.
- Are implemented only when response or recovery requirements are beyond the capabilities of civilian authorities, as determined by the Federal Emergency Management Agency or other lead federal agency.
- May be used to help civil authorities protect U.S. territory, population, and infrastructure against attacks. Other governmental agencies have primary responsibility for these areas. Army forces have specialized capabilities and may provide important resources and assistance in support of another lead federal agency.

- Are normally organized under the unified command and incident command system within the construct of the National Incident Management System.

1-43. The primary purposes of civil support are to save lives, alleviate suffering, and protect property. These primary purposes are achieved through the following civil support tasks:

- Support for domestic disasters.
- Support for domestic chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incidents.
- Support for domestic civil LE agencies.
- Other designated support.

1-44. L&O operations by military police in civil support operations are typically limited to support tasks; 18 USC 1385 (the Posse Comitatus Act) specifically restricts the use of military forces to enforce civilian laws within the United States. There are exceptions to the Posse Comitatus Act, which can be enacted by the President or the Secretary of Defense during operations within the United States. The Posse Comitatus Act applies to military personnel operating under federal authority (10 USC). National Guard elements operating under state control (32 USC) are not restricted by the Posse Comitatus Act. After National Guard elements are mobilized under federal authority, they become subject to Posse Comitatus Act restrictions. (See FM 3-28 for additional information on civil support operations and a more complete discussion of the legal authorities and restrictions pertaining to military police L&O support to civilian LE authorities within the United States.)

Chapter 2

Planning Considerations for Law and Order Operations

The L&O function consists of policing and the associated LE activities to control and protect populations and resources and to facilitate the existence of a lawful and orderly environment. L&O functions conducted in support of full spectrum operations—from home station operations in support of posts, camps, and stations to L&O missions supporting contingency operations overseas—are vital to establishing and/or maintaining a safe and orderly environment to support commanders' programs, ensure commanders' freedom of action, and protect and maintain combat power. This chapter outlines the principles of policing on which L&O operations are conducted. It discusses several policing strategies and methodologies prevalent within Western police systems. Finally, this chapter discusses planning considerations for L&O operations, applicable across all environments, in support of full spectrum operations.

POLICING PRINCIPLES

2-1. Military police conduct L&O operations within the parameters of accepted principles of policing. These principles are consistent with those guiding civilian police organizations and are equally relevant to military police support to full spectrum operations.

2-2. The L&O function and policing methodologies shape the military police approach to the OE and provide the foundation upon which military police operations are conducted. The conduct of policing and LE activities by military police is guided by six principles (see FM 3-39). These principles represent dominant characteristics of policing activities generally found in societies influenced by Western culture. Military police Soldiers and leaders use these principles to guide the employment of policing activities as they shape the OE. The principles of military policing are—

- Prevention.
- Public support.
- Restraint.
- Legitimacy.
- Transparency.
- Assessment.

PREVENTION

2-3. The principle of prevention emphasizes proactive actions by military police to prevent and deter crime and stop the disruption of civil order. The objective is to be proactive and to prevent crime and potential disruptions to military operations that threaten lines of effort. The fundamental to prevention efforts is an aggressive integrated police intelligence capability to document and analyze criminals, criminal activity, and crime-conducive conditions leading to the identification of trends, patterns, or associations. This capability can lead to the development of policing strategies to prevent or mitigate crime and disruptive activities. If prevention efforts fail, military police are trained in rapid-response functions and to resolve problems resulting from incidents occurring within their AO or sphere of influence. Public support requires a scope of preventative efforts commensurate with the threat, the risk to public safety, and the requirements for mission success.

PUBLIC SUPPORT

2-4. The principle of public support acknowledges that policing efforts should not be conducted without concern for, and consideration of, the public they are policing. Policing activities and strategies are generally enhanced when efforts of involved citizens support the police. Military police conduct L&O operations in a manner that facilitates building public support through frequent and continuous interaction with a population. Military police can achieve public support through police engagement efforts employed to educate and inform the community. Police engagement provides a connection to the public and other policing entities and is conducted in all environments, whether during traditional LE activities or policing and protection activities within an OE in support of full spectrum operations.

RESTRAINT

2-5. Military police and other forces engaged in policing activities among local populations must be capable of exercising restraint in their application of force to compel compliance from civilians and others. Military police are specifically trained to engage the public and the community within established rules for use of force and rules of engagement, applying only the required level of force to accomplish their mission. The prudent and measured application of force is often critical to gaining and maintaining public support. Excessive force can alienate the population, undermine policing efforts, and pose a threat to friendly forces. Policing activities often complement other graduated-response mechanisms intended to reduce violence and disorder within an area by mitigating the unnecessary escalation of force.

LEGITIMACY

2-6. Through professional conduct, military police and security forces build trust within a population. Police authority is generally accepted as legitimate when it is sanctioned by competent authority and when it applies laws or mandates in a fair and impartial manner. These actions include maintaining consistency in the application of policing activities within a community or across an AO. Military police and other elements conducting policing functions must avoid any appearance of ethnicity, religious or political affiliation, and personal bias at all times. Failure in this effort can cause a loss of public support and can lead to confrontation or reprisal. Military police and other police personnel must maintain a professional appearance and demeanor. They must deal with the public in a firm and impartial manner that leads to the effective resolution of problems, conditions, or incidents within the AO. Maintaining a professional police image is critical to legitimacy in the eyes of the public and other policing organizations.

TRANSPARENCY

2-7. Military police and USACIDC elements conducting policing and LE activities must always operate in a manner that can withstand public scrutiny. Policies, established principles, intentions of the leadership, and corrective actions affecting policing operations should be open and accessible by the community to the greatest extent possible. These actions allow for public awareness, scrutiny, and leadership accountability taken by military police, USACIDC, and other security personnel conducting policing activities.

Note. These transparency procedures do not permit public access to police files and information regarding ongoing investigations. Rather, transparency ensures that personnel, policies, and procedural aspects of policing organizations are known and reasonably accessible by the public. Leaders must continuously balance the need for transparency with the operations security necessary for protection.

ASSESSMENT

2-8. Police activities and operations are continually assessed for cause and effect and cost versus benefit regarding resource expenditures. Military police and USACIDC elements continuously assess their activities in support of establishing order and to determine progress measured against established measures of effectiveness. Continuous assessments of policing and LE activities allow leaders to focus operations and make informed decisions and adjustments in the application of police resources to high-payoff

activities, tactics, programs, or strategies. Continuous assessments also enable leaders to make appropriate internal administrative or organizational changes to correct identified problem areas or capability gaps.

POLICING MODELS AND STRATEGIES

2-9. Policing in Western society has evolved considerably over recent history. Policing strategies and techniques vary depending on the community, the agency, and other environmental considerations. Researchers (such as James Q. Wilson) identified three policing styles (watchman, legalistic, and service) that are generally employed by LE agencies. The watchman style of policing focuses on maintaining order rather than on LE as the principle function. The legalistic style conversely focuses on LE, with a strictly legal and impartial approach to policing. The service style of policing focuses on community service and provides more of a balance between the legalistic and watchman styles, seeking to maintain order without arrest (when possible), but also by enforcing laws when appropriate. In modern police agencies, these three styles are rarely exclusively used; combinations of the three styles, depending on the environment, management style, and community being policed are a more likely possibility.

2-10. Several policing models and strategies have been developed and implemented over the years with varying degrees of success. When selecting a policing model or strategy, leadership must determine the greatest priority for policing within the AO or jurisdiction. When the primary goal is to establish rapport and legitimacy with the populace, models that stress community involvement and interaction (community-oriented policing, problem-oriented policing) are the preferred modes. If crime reduction is the greatest concern, then the computer statistics model or the intelligence-led policing model may be more viable. A thorough understanding of different policing models and strategies will assist leaders in forming the best strategy or combination of strategies for their AO or jurisdiction.

2-11. Many of these models and strategies have distinct similarities in their application and are, in reality, evidence of a normal evolution in policing strategy (as past strategies are improved upon and modified). Academically, many of these models and strategies are developed and analyzed as stand-alone approaches; police agencies virtually never implement a single policing strategy across an entire AO or jurisdiction. Typically, they apply combinations of differing models and strategies. Different strategies conducted simultaneously can provide complementary effects that are greater than the results achieved by single methods. A brief description of several strategies is provided in the following paragraphs. The strategies listed are not all-inclusive, but provide a good overview of the more prevalent and widely embraced policing models.

BROKEN WINDOW

2-12. The broken-window theory of policing originated in 1982 and was first proposed in an article by James Q. Wilson and George L. Kelling. Broken-window policing stresses eliminating indicators of minor crimes (and subsequently the crimes themselves) and addressing crime-conducive conditions based on the theory that allowing minor problems (broken windows, trash accumulation) encourages vagrants, gangs, drugs, and other more serious problems to take root. Broken-windows policing proposes that quickly and consistently addressing neighborhood problems, including petty crimes (such as vandalism) discourages future incidents. The theory proposes that petty criminals left unchecked will gradually increase their activity and eventually begin committing more serious criminal acts.

2-13. Previous policing strategies tended to focus on major crimes and criminal problems, ignoring what personnel deemed minor peripheral problems. Police personnel saw areas with significant indicators of petty criminal behavior and crime-conducive conditions as unimportant and not relevant to their function of fighting crime. The broken-window approach encouraged partnership between the police and the community to address small problems before they became large problems. Police agencies conducting broken-window policing focus efforts on identifying and correcting crime-conducive conditions and identifying and detaining individuals committing minor crimes and causing disruptions. Police also encourage (and cite when necessary) property owners to clean up and repair their property, resulting in a feeling of community empowerment as a means to help reduce criminal and disruptive activity.

2-14. Broken-window policing received mixed results; therefore, the cause-and-effect relationship between this approach and the results is not universally accepted. This policing strategy can be implemented

relatively easily within the military community due to the command structure and influence that can be leveraged across the AO.

COMMUNITY ORIENTED

2-15. Community-oriented policing recognizes that police (including military police) can rarely solve public safety problems alone. This strategy encourages long-term partnerships between police, members of the community, and governmental leadership. Community-oriented policing makes the police the face of the local government and the lead problem-solving agency for a community. The community-oriented policing strategy also encourages set geographic assignments by patrol officers and decentralized decisionmaking, allowing the police officer within the community to tailor solutions based on community-specific problems and solutions. The geographic stability required in community-oriented policing may inherently force a degree of organizational transformation.

2-16. Community-oriented policing has two complementary components: community partnership and problem solving. This strategy encourages interactive partnerships with a wide range of relevant stakeholders to develop solutions to problems through collaborative problem solving and improved public trust and confidence. To effectively implement a long-term, community-oriented policing strategy, consistent relationships between individual police personnel and the communities they serve must be established. This makes community-oriented policing difficult for most Army LE applications. Cyclical rotations between posts, camps, and stations and troop rotations supporting expeditionary requirements make consistent and long-term relationships problematic. Relationships and situational understanding of the community are likewise complicated by rotations of military families within Army communities. The steady rotation of families in and out of Army housing areas constantly changes the dynamics of neighborhoods. This significant change is more magnified than in the typical civilian neighborhood. Although the long-term aspect of community-oriented policing is not typically feasible, the two core components of community partnership and problem solving can still be relevant within Army LE strategies.

COMPUTER STATISTICS

2-17. Computer statistics is a policing strategy initiated by New York City Police Commissioner, William Bratton, in 1994. It is typically focused specifically within a single AO or jurisdiction and requires extensive and time-sensitive analysis and involvement by police management. Computer statistics are top-driven, as opposed to many other policing models driven from the bottom up. The computer statistics model is framed around the following criteria:

- Accurate and timely police information and police intelligence.
- Development of effective tactics to address identified problems or targets.
- Rapid and effective focus of personnel and resources directed at the target.
- Follow-up and performance assessments.

2-18. The computer statistics model requires that criminal information be collected and analyzed. The data resulting from this analysis is mapped to determine trends, patterns, and associations that indicate problem areas. Police managers at every level must develop plans for addressing these identified problem areas and are held accountable by their superiors via aggressive follow-up actions to determine if performance objectives were met. Key to the computer statistics model is the establishment of specific goals and objectives from the upper echelon that are pushed down to shape decisions at lower-level management.

PROBLEM ORIENTED

2-19. Problem-oriented policing was initially proposed by Herman Goldstein in 1979. Problem-oriented policing prescribes a highly analytical approach to police-related problems. This method of policing depends on analysis from clusters of related or similar incidents to determine solutions to the underlying causes. These incidents can be crimes, conditions, or other disruptive activities within a police agency's AO. Rather than simply responding to individual incidents, problem-oriented policing encourages the analysis of problem causes and the development of solutions.

2-20. Problem-oriented policing encourages collaboration between police analysts and police officers from the field to conduct analysis and develop effective strategies to address the condition or specific criminal problem. Problem-oriented policing also encourages solutions that are preventive and that may include elements outside the traditional criminal justice system. Rather than create a solution from a solely LE-focused view, problem-oriented policing seeks to create a broad-based solution to the problem.

INTELLIGENCE LED

2-21. Intelligence-led policing originated in Great Britain as an effort to combat increasing criminal activity during a period of shrinking resources. Intelligence-led policing focuses scarce police resources (personnel, time, and equipment) on crime and criminals identified through careful analysis of the criminal environment and all available police information. Police information collected at the street level is gathered and analyzed to identify trends, patterns, and associations in an effort to prevent, mitigate, or interdict criminal activity. Within the organization, LE patrol personnel must be trained to observe and report information through appropriate channels for input and analysis in the police intelligence cycle. Supervisory and administrative support personnel must likewise be trained to forward information that is reported by patrol personnel.

2-22. To be effective, intelligence-led policing requires significant sharing of police information between LE agencies from all levels of government, including international LE organizations. Information sharing and collaboration across jurisdictional and agency boundaries enables police intelligence analysts to yield products and information that can allow police resources to be employed in the most productive manner possible by obtaining a thorough understanding of all information sources. The proliferation of fusion centers within the LE community has greatly enhanced intelligence-led policing capabilities. Intelligence-led policing is best used when the capability is combined with other policing methods (community-oriented policing, problem-oriented policing). Like community-oriented and problem-oriented policing, intelligence-led policing recognizes the need to work with multiple stakeholders to solve issues through analysis of crime, criminal elements, and crime-conducive conditions; however, intelligence-led policing typically employs a wider range of available sources to produce police intelligence, develop action plans, direct targeting of criminal elements and activities, and manage LE resources.

ORGANIZATION

2-23. Military police organize to conduct L&O operations based on mission variables and other environmental factors. On posts, camps, and stations, the organizational structure and characteristics of the L&O mission resemble those of many civil police organizations. Within these structures, L&O operations are the sole missions of organizations operating in stable environments. These organizations are resourced by L&O detachments and other specialized military police elements to provide the core LE capability required for police station operations and technical L&O support.

2-24. Maturing bases that support U.S. forces within expeditionary environments will, in many cases, evolve to a point where dedicated L&O support for the base is required. In these instances, similar to the previous example, L&O detachments will typically provide the core L&O capability required to establish a functional L&O operations center.

2-25. L&O operations conducted to establish and maintain civil control within an HN population and to conduct HN police development and transition operations are typically organized within the structure of military police brigades, battalions, companies, and military police platoons organic to BCTs. These military police elements will typically require augmentation and task organization by elements with technical L&O capabilities to conduct sustained L&O operations. Centralization of HN police development and training within military police functional command structures ensure the consistent application of LE and policing capabilities across the entire AO. This structure is critical to ensure that HN police organizations receive consistent training, policy, and operational guidance and support. Chapter 7 further addresses military police support to HN police.

POSTS, CAMPS, AND STATIONS

2-26. L&O operations conducted in support of U.S. military commanders within the United States or at enduring bases overseas are typically conducted within the context of the PMO, manned by an L&O detachment and augmented by military police companies and/or civilian DA police to provide LE patrol capability. The PMO and associated L&O personnel and resources are typically organized within a directorate of emergency services structure and managed by the installation management command. This same structure, though generally on a much smaller scale, is also used to provide L&O support to U.S. military base commanders supporting expeditionary missions on mature bases within an AO. The PMO in these instances is typically under the command and control of the senior military police commander (brigade or battalion).

Directorate of Emergency Services

2-27. At posts, camps, and stations, military police L&O and other emergency services operations are typically conducted under the supervision and control of the director of emergency services. The director of emergency services is responsible for advising the garrison commander on all emergency services (including L&O operations), providing oversight, and ensuring the execution of L&O operations, consistent with the priorities and protection efforts of the garrison and senior mission commander. The directorate of emergency services structure includes the PMO and other emergency response assets. The directorate of emergency services capabilities normally include—

- L&O resources organized within a PMO, including—
 - LE resources (LE operations center, military police investigations, traffic accident investigations, military working dogs (MWDs), crisis response assets, police administration section).
 - Physical security resources (physical security inspectors, access control, alarm monitoring).
 - Crime prevention.
- Fire department resources, to include fire—
 - Response resources (response capability, prevention, protection, training assets).
 - Alarm maintenance; fire suppression; hazardous materials tasks; and chemical, biological, radiological, and nuclear (CBRN) waste.
- Support to contingency operations.
- Emergency medical services.
- An emergency dispatch center (911 services).

2-28. Within the directorate of emergency services, the PM is the chief LE officer and is responsible for military police L&O operations. The PM may have dual-hatted functions, also acting as the director of emergency services. The director of emergency services ensures that appropriate resources are available to support L&O requirements. The consolidation of the various emergency agencies aligned under a single agency provides a platform for integrated services across Army posts, camps, and stations. The director of emergency services ensures that variations in the standard and level of services to the Army community are not reduced.

Provost Marshal

2-29. As the chief LE officer, the PM provides the commander with professional and technical advice concerning L&O objectives, policies, and directives. Planning military police support is a continuous process at every echelon. The PM plans the use of military police assets; evaluates current operations; and projects future courses of action, organizational requirements, and resource requirements. The PM makes operational and resource decisions based on analysis and planning consistent with a high degree of situational understanding, a thorough understanding of the OE, and the effects of specific mission variables. Other PM responsibilities characteristic of L&O include—

- Identifying high-risk personnel requirements.
- Conducting threat analyses for U.S. posts, camps, and stations.
- Developing plans to prevent acts of espionage, sabotage, and terrorism.

- Coordinating with multinational forces, HN military territorial organizations, local government forces, and civilian police authorities concerning support to the protection of friendly assets and forces.
- Coordinating with other organizations, to include the directorate of logistics or sustainment units; public affairs elements; staff judge advocate (SJA) offices; and federal, state, local LE, multinational, and HN agencies in regard to critical incident responses, special events, or changes in force protection conditions.
- Conducting military police investigations according to AR 190-30 and AR 195-2.
- Coordinating forensic laboratory support.
- Managing and ensuring training and certification of special-reaction teams (SRTs) and MWD teams.
- Managing the DOD Customs Inspection Program and coordinating Title 10 responsibilities for U.S. Customs and Border Protection support for border patrols and port and international activities. (See appendix D for military police support to customs and border control operations.)
- Implementing random antiterrorism measures (RAM). The RAM program is a DOD security program that involves implementing multiple security measures in a random fashion to change the appearance of the security posture (see AR 525-13).
- Controlling base access and egress points.
- Serving as the on-scene commander during LE and security-related incidents and emergencies as required.
- Certifying or verifying certification of military police Soldiers before assuming LE duties.
- Training DA civilian police and guards according to the training and qualification policy in AR 190-56.
- Monitoring and managing DA Form 4833 (Commander's Report of Disciplinary or Administrative Action) reporting.

Military Police Duty Officer

2-30. The military police duty officer is a military police officer or senior noncommissioned officer (NCO) performing LE duties during nonduty hours. The military police duty officer is the PM or senior military police commander's representative after normal duty hours and must be thoroughly familiar with ARs, local policies, and the conduct of L&O operations. The military police duty officer responds to serious incidents that require the presence of an officer, senior NCO, or senior leadership representative to provide guidance and direction to LE patrols. The military police duty officer also responds to, and makes appropriate notifications regarding, matters of command interest or those that may bring unplanned or unforeseen attention to the post, camp, station, or operation. Other responsibilities may include—

- Reviewing and supervising the publication of the daily military police blotter.
- Ensuring that proper notifications are made for specific incidents.
- Supervising LE operations, including—
 - Control of LE assets.
 - Coordination with the SJA on matters of due process and use of government resources.
 - Crime or incident scene protection.
- Securing police and government facilities.
- Inspecting detention cells for proper health compliance.

BASE CAMPS IN CONTINGENCY OPERATIONS

2-31. L&O support to U.S. military base commanders supporting expeditionary missions on mature bases within an AO is typically required as the AO matures and base camps become more established. The decision to establish dedicated L&O operations supporting U.S. bases in contingency operations is based on staff recommendations of numerous factors. The senior military police commander and echelon PM should weigh heavily on staff analyses and recommendations to establish dedicated L&O operations supporting base camps. Factors to consider include the—

- Size and the number of elements on the base.
- Relative levels of crime or Soldier indiscipline on the base.
- Mission load for units on the base.
- Ability of the base commander to deal with criminal activity and Soldier indiscipline with internal resources.

2-32. L&O operations supporting U.S. forces within an expeditionary environment are typically conducted using the L&O detachment as the base element for LE operations and establishing a base PMO to execute control over dedicated LE assets. The PMO, in these instances, is typically under the command of the senior military police commander (brigade or battalion). Additional military police modular capabilities can be added as required. The PMO will establish connectivity with the Centralized Operator's Police Suite (COPS) and other LE-related information systems. One expeditionary PMO (typically colocated with the senior military police commander in the AO) will be designated as the station of record. This PMO is responsible for managing and providing oversight to COPS input and military police records and reports. Other L&O operations supporting other bases will be conducted as satellite operations to the station of record for LE reporting requirements.

CIVIL CONTROL AND HOST NATION POLICE DEVELOPMENT AND TRANSITION

2-33. L&O operations conducted to establish civil control and general order within the HN population, to include HN police development and transition operations, are typically conducted by military police brigades, battalions, and companies. Military police brigades and battalions provide planning, staff integration, and mission command over subordinate military police elements. Military police companies (and the military police platoons organic to BCTs) provide the baseline L&O capability required to conduct LE patrols and basic assistance to HN police development and transition efforts. They also contain limited capability to conduct military police investigations, physical security tasks, traffic accident investigations, and other L&O capabilities. FM 3-39 contains more detailed information on the capabilities of individual military police and USACIDC units and elements.

2-34. In the initial stages of an expeditionary mission, these military police elements (military police brigades, battalions, and companies and BCT military police platoons) conduct L&O operations with organic assets. As the environment stabilizes and efforts to establish or reestablish governance under the rule of law gains momentum, military police brigades and battalions will typically be augmented by specific L&O capabilities resident within the L&O detachments, other specialized military police elements and capabilities, and USACIDC support. Military police brigades and battalions can then be task-organized to distribute technical LE capability to support military police elements, as directed by the military police commander and based on mission requirements. BCTs with a mission to conduct L&O support within their AO may receive additional L&O assets when their organic military police and attached military police element capabilities are exceeded. Chapter 7 contains additional information on police development and transition operations to build HN police capability and capacity.

OPERATIONAL CAPABILITIES

2-35. Army military police elements conduct L&O operations at the strategic, operational, and tactical levels across the spectrum of conflict. They operate as an integral member of the combined arms team in support of maneuver forces to provide specialized LE and policing capabilities throughout the entire AO and at all levels of war. Military police and USACIDC units are organized in a modular and adaptable manner to sustain L&O operations supporting the commander's efforts to maintain order within their

formations, protect personnel and resources within their AO, and generate and maintain combat power. This support is provided across all environments—from posts, camps, and stations to contingency operations—within an assigned AO. Military police forces can be tailored to provide LE and policing capabilities to establish civil control within an HN and to build HN police capability and capacity. Table 2-1 provides staff planning factors for determining the allocation of military police and USACIDC elements for L&O missions.

Table 2-1. Unit allocation planning factors for L&O operations

<i>Unit</i>	<i>Planning Factors for Unit Allocation</i>	<i>Additional Data (When Required)</i>
Military Police Units		
Headquarters and headquarters company, military police command	<ul style="list-style-type: none"> One headquarters and headquarters company, military police command, for up to five military police brigades supporting the senior Army headquarters in theater. Typically, only one military police command is allocated per theater. 	NA
Headquarters and headquarters company, military police brigade	<ul style="list-style-type: none"> One headquarters and headquarters company, military police brigade, for every two to five military police battalions (any combination of two to five military police battalions and I/R battalions). 	NA
Headquarters and headquarters detachment, military police battalion	<ul style="list-style-type: none"> One headquarters and headquarters detachment, military police battalion, for every two to five military police companies. 	NA
Military police company	<ul style="list-style-type: none"> A minimum of one military police company per up to— <ul style="list-style-type: none"> Three forward bases during stability operations for L&O to U.S. commanders. *Three police stations (initially) for multinational HN police support. 	NA
**Military police platoon	<ul style="list-style-type: none"> A minimum of one military police platoon per— <ul style="list-style-type: none"> Forward operating base during stability operations for L&O support to U.S. commanders. *Police station for combined HN police support. 	NA

Table 2-1. Unit allocation planning factors for L&O operations (continued)

Unit	Planning Factors for Unit Allocation	Additional Data (When Required)
Military Police Units (continued)		
L&O detachment	<ul style="list-style-type: none"> • One L&O detachment per— <ul style="list-style-type: none"> ▪ Strength of 20,000 personnel in a corps or smaller area for L&O support to U.S. commanders. ▪ Strength of 12,500 personnel in a theater or port area for L&O support to U.S. commanders. ▪ *Up to five police stations for multinational HN police support. 	<ul style="list-style-type: none"> • An L&O detachment consists of— <ul style="list-style-type: none"> ▪ A headquarters team. ▪ An operations team. ▪ A desk team. ▪ Five traffic accident investigation teams. ▪ Five military police investigation teams. • Two force protection teams. <p>Note. The teams comprising a complete L&O detachment can be deployed as individual teams or as L&O detachments to provide technical expertise to units, based on identified capability gaps.</p>
MWD kennel master team	<ul style="list-style-type: none"> • One MWD kennel master team per— <ul style="list-style-type: none"> ▪ Military police command to serve as the theater MWD program manager. ▪ Military police brigade to provide technical support to MWD teams and serve as the brigade MWD program manager. ▪ Seaport complex. ▪ Two military police battalions (if task-organized to battalion level). <p>Note. A seaport complex is defined as two or more types of seaports that are colocated, for example, when dry cargo, ammunition, or petroleum ports are geographically colocated.</p>	<ul style="list-style-type: none"> • The MWD kennel master team is comprised of two senior military police NCOs trained as MWD handlers.
MWD patrol explosive team	<ul style="list-style-type: none"> • Two MWD patrol explosive teams per military police battalion or I/R battalion. • Three MWD patrol explosive teams per seaport. 	<ul style="list-style-type: none"> • An MWD patrol explosive team consists of three dogs, each paired with one handler and certified to work as a unit. • Requests for additional MWD requirements for airport operations should be coordinated through the echelon PM and military working dog program manager supporting the AO. • Normally, no more than three MWD patrol explosive teams are allocated per major airport.

Table 2-1. Unit allocation planning factors for L&O operations (continued)

<i>Unit</i>	<i>Planning Factors for Unit Allocation</i>	<i>Additional Data (When Required)</i>
Military Police Units (continued)		
MWD patrol narcotics team	<ul style="list-style-type: none"> • One MWD patrol narcotics team per military police battalion or I/R battalion. • Two MWD patrol narcotics teams per seaport. 	<ul style="list-style-type: none"> • An MWD patrol narcotics team consists of three dogs, each paired with one handler and certified to work as a unit. • Requests for additional MWD requirements for airport operations should be coordinated through the echelon PM and MWD program manager supporting the AO. Normally, no more than two MWD patrol narcotics teams are allocated per major airport.
Senior military customs inspection supervisor	<ul style="list-style-type: none"> • One senior military customs inspection supervisor for up to two senior military customs inspection teams. 	<ul style="list-style-type: none"> • This element consists of one senior NCO trained in customs inspection requirements.
Senior military customs inspection team	<ul style="list-style-type: none"> • One senior military customs inspection team per— <ul style="list-style-type: none"> ▪ Port complex for customs support to U.S. commanders. ▪ Border entry point for combined HN police border control support. 	<ul style="list-style-type: none"> • A senior military customs inspection team consists of five trained military customs inspectors.
Headquarters and headquarters detachment, criminal investigation division group	<ul style="list-style-type: none"> • One headquarters and headquarters detachment, criminal investigation division group, per senior Army headquarters in theater. 	NA
Headquarters and headquarters detachment, criminal investigation division battalion	<ul style="list-style-type: none"> • One headquarters and headquarters detachment, criminal investigation division battalion, per— <ul style="list-style-type: none"> ▪ Every two to five criminal investigation division elements. ▪ Deployed expeditionary forensics laboratory during stability operations. 	NA
USACIDC Units		
Criminal investigation division teams	<ul style="list-style-type: none"> • *Two criminal investigation division teams per police station for combined HN police support. 	NA

Table 2-1. Unit allocation planning factors for L&O operations (continued)

Unit	Planning Factors for Unit Allocation	Additional Data (When Required)																		
USACIDC Units (continued)																				
Criminal investigation division element	<ul style="list-style-type: none"> • One criminal investigation division element per— <ul style="list-style-type: none"> ▪ Strength of 37,000 personnel in a corps or smaller area. ▪ Strength of 14,500 personnel in a theater area. ▪ Port complex. ▪ *Up to five police stations for combined HN police support. 	<ul style="list-style-type: none"> • The criminal investigation division element is composed of— <ul style="list-style-type: none"> ▪ A headquarters section. ▪ Two criminal investigation division sections. <p>Note. Criminal investigation division sections are comprised of four, two-person investigative teams, with a total of eight investigative teams per criminal investigation division element.</p>																		
<p>*For planning purposes, one HN police station can support approximately 30,000 persons or cover an area of 250 square kilometers, whichever threshold is reached first.</p>																				
<p>**Military police platoons are not deployed as individual units; however, they may be detached from their parent military police units and attached to other military police units, BCTs, or multifunctional units, as needed, to fill military police functional requirements or to increase military police capacity.</p>																				
<p>Legend:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 150px;">AO</td> <td>area of operations</td> </tr> <tr> <td>HN</td> <td>host nation</td> </tr> <tr> <td>I/R</td> <td>internment and resettlement</td> </tr> <tr> <td>L&O</td> <td>law and order</td> </tr> <tr> <td>MWD</td> <td>military working dog</td> </tr> <tr> <td>NA</td> <td>not applicable</td> </tr> <tr> <td>NCO</td> <td>noncommissioned officer</td> </tr> <tr> <td>PM</td> <td>provost marshal</td> </tr> <tr> <td>USACIDC</td> <td>U.S. Army Criminal Investigation Command</td> </tr> </table>			AO	area of operations	HN	host nation	I/R	internment and resettlement	L&O	law and order	MWD	military working dog	NA	not applicable	NCO	noncommissioned officer	PM	provost marshal	USACIDC	U.S. Army Criminal Investigation Command
AO	area of operations																			
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NA	not applicable																			
NCO	noncommissioned officer																			
PM	provost marshal																			
USACIDC	U.S. Army Criminal Investigation Command																			

2-36. Military police and USACIDC units and Soldiers may contribute advanced LE skills to assist with LE, policing, and judicial support for HN government and stability operations in the AO. Military police and USACIDC units are ideally suited to conduct L&O missions with Army forces and other U.S. and multinational policing elements. They are also well suited to work as a combined force with HN police patrols to restore or maintain civil order. Military police Soldiers and USACIDC SA units can provide training, mentorship, and partnership with local police elements, establishing and maintaining police station operations for local police forces through police development and transition activities. These units can work side by side as a combined police force by acting jointly in shifts, conducting staff assistance through embedded relationships, or performing frequent or onetime assistance visits.

MILITARY POLICE FUNCTIONAL ORGANIZATIONS AND ELEMENTS

2-37. Military police units providing L&O support include military police organic to nonmilitary police organizations and military police held in a military police force pool. The military police units within the force pool include all operating force military police units not organic to a BCT or a headquarters staff. Organic military police L&O capability within nonfunctional units is extremely limited. These elements require augmentation and additional military police task organization within the assigned multifunctional headquarters to adequately perform long-term or extensive L&O operations. The force pool consists of military police headquarters units (a military police command, military police brigades, and military police battalions), baseline units, and specialized military police units and teams. These assets, in the force pool with L&O capabilities, can provide the necessary L&O augmentation or be task-organized to BCTs with organic military police assets, BCTs without organic military police, other multifunctional brigades (such as the maneuver enhancement brigade), echelons above the BCT. (For specific information regarding the capabilities of these units, see FM 3-39.)

2-38. Military police elements can conduct L&O operations within functional military police organizations, BCTs, or other multifunctional organizations. In unstable environments where the mission focus is on policing-related tasks and initial efforts to establish civil security, military police L&O operations are typically conducted in a decentralized manner under the control of a wide range of organizational structures. Within these unstable environments, L&O operations are rarely the primary task of military police elements (with the exception of USACIDC elements). Military police elements conduct L&O within these unstable environments as secondary shaping missions in preparation for the transition to deliberate L&O operations within an environment where stability operations are the dominant element of full spectrum operations and efforts to establish civil control and the rule of law across the AO are the focus. The more stable the environment, the greater the requirement for centralized command and control of military police elements conducting L&O operations under a functional military police chain of command to optimize performance. The centralized execution of L&O operations within a functional military police chain of command ensures the synchronization and consistent application of LE and policing capability critical to establishing the legitimacy of police forces and a criminal justice system operating under the rule of law.

2-39. When L&O operations are decentralized, it is critical that military police technical channels are used to ensure consistent applications of L&O-related activities. The term *technical channel* refers to the transmission path between two technically similar units or offices within a command that perform a technical function requiring special expertise. Technical channels are typically used to control the performance of technical functions (see FM 6-0). Military police technical channels are used to complement existing command and support relationships; they do not replace existing command and support structures. The military police technical chain passes guidance and information through the echelon PM sections to ensure adherence to applicable laws and policies and proper use of doctrinal techniques and to provide technical support and guidance relevant to L&O and other areas requiring military police technical oversight (such as detention operations). Applicable laws and policies can include relevant U.S. laws, the law of war, international laws, policies, directives, Department of Defense instructions (DODIs), and orders.

MILITARY POLICE ORGANIZATIONS WITH SPECIFIC LAW AND ORDER CAPABILITIES

2-40. Organizing for L&O operations requires an assessment of required capabilities specific to LE and policing tasks associated with the L&O function. Most capabilities required to conduct dedicated L&O operations are associated with the L&O detachment and other modular teams. Select additional capabilities may be required based on the specific environment and mission set. (See FM 3-39 for additional information on military police organizations and capabilities.)

Law and Order Operations Center

2-41. Military police establish and organize L&O activities primarily from the L&O operations center, commonly referred to as the military police station on military posts, camps, and stations; the L&O operations center is the center of activity for all LE. The L&O operations center can be an elaborate structure equipped with state-of-the-art mission command networks and systems (such as those found in support of many military police stations within the United States) or relatively austere, temporary operating structures with basic systems for executing mission command (as is common in the early stages of many expeditionary L&O operations).

2-42. An L&O operations center can be established anywhere L&O operations are required. Regardless of the location, the L&O operations center operates a 24 hours a day, 7 days a week to provide police assistance and emergency response, suppress criminal behavior, act as a repository for police information and police intelligence, and disseminate public safety information. A stand-alone L&O operations center is typically employed for L&O support to U.S. military posts, camps, and stations. Optimally, an L&O operations center will be manned by elements of an L&O detachment. In some environments, L&O operations will be conducted by an organic military police brigade or battalion staff. In the earliest stages of the transition, from an extremely unstable security environment to stability operations where civil security and civil control efforts have not yet been achieved, military police brigades and battalions conduct required L&O operations with organic staff elements to provide required mission command of military

police elements. As the environment stabilizes, L&O detachments will typically be deployed to augment the military police staff or establish a stand-alone L&O operations center supporting the base commander.

Law and Order Detachment

2-43. L&O detachments are built as modular teams with specific capabilities. These teams are designed to be deployed to support specific LE requirements in an AO. These specialized teams provide skills required for police station operations and specialty skills, including criminal investigations, physical security, and traffic enforcement. They provide the core capabilities for military police station operations in support of U.S. forces. Modular L&O teams also have the capability to support, train, and mentor HN police leadership and other HN police personnel regarding police station operations, basic criminal investigations, traffic enforcement and investigation, and other policing-related skills. Modular L&O teams can also provide the expertise required to plan, train, and monitor military police support to HN police operations (LE raids, high-risk apprehensions, cordon and search, police intelligence operations). They can be deployed—

- Individually to provide specific capabilities in support of a military police brigade or battalion to augment an existing capability or to meet specific capability requirements.
- As an intact L&O detachment from a single location. The deployment of an entire detachment from a single home station location is not typical because it strips the home station of the core capability required to operate the military police station. Army Reserve and Army National Guard L&O detachments are typically deployed as intact detachments. They do not have a full-time support mission that is impacted by deployment of the full L&O detachment.
- As individual teams from multiple stations, consolidated at destinations to form L&O operations centers that provide comprehensive policing capabilities. Deploying individual teams from multiple locations limits the impact on any one home station location.

2-44. At home stations, the teams that comprise the L&O detachment are assigned LE duties within the PMO, making up the core of dedicated technical policing expertise supporting U.S. Army posts, camps, and stations. Deployed L&O detachments are normally assigned to a military police brigade that is trained and equipped to provide technical supervision, planning, employment, and coordination of support for L&O operations. The L&O detachment will typically be under the operational control of the base commander for operational L&O support to the base. As at the home station, L&O detachments form the core of policing capabilities on U.S. military bases within mature theaters, providing the administrative and technical expertise required to operate a forward military police LE operations center. Employing an L&O detachment can greatly extend and optimize limited military police assets. An L&O detachment consists of—

- A headquarters team to provide oversight to L&O operations and unit level personnel, logistics, and administrative support.
- An operations team to provide planning, employment, and coordination of L&O support; technical supervision of L&O teams; and oversight to police administrative and logistical requirements.
- A desk team to establish and maintain police desk operations, including—
 - Receipt of telephone calls and complaints.
 - Prioritization of task patrols and investigative personnel (as required).
 - Completion of initial reports.
- A force protection and physical security team to assist in risk and threat identification and mitigation, crisis planning, and personnel and equipment safeguarding at a fixed site.
- Military police investigation teams to investigate criminal incidents, conduct surveillance operations, and collect and maintain evidence and operational information, to include personal identification (biometric) and police information. Military police investigators (MPIs) maintain liaison with USACIDC elements regarding criminal investigations and information.
- Traffic accident investigation teams to investigate accidents and provide expertise regarding trafficability, traffic flow, and enforcement regulations.

2-45. While possessing significant capability, L&O detachments must be tasked appropriately to ensure that the capability is effective and not overextended. Planning considerations for selecting the right number of L&O detachments include the—

- Quantity of supported forces or populations.
- Characteristics of the AO.
- Maturity of the theater.
- Nature of the civilian population (friendly or hostile).
- Capability of HN forces to support and control the civilian population.
- Specific L&O capabilities of the HN police force.

Headquarters Team

2-46. The headquarters team serves the same function for the L&O detachment as the company headquarters serves for the military police company. It provides unit level support to detachment personnel. This includes training and unit level logistics and administrative support.

Operations Team

2-47. The operations team provides overall mission supervision for L&O operations. The team supervises L&O-related planning; the employment of military police assets supporting the L&O mission; and staff coordination with other military units, LE agencies, and governmental and civilian organizations. The headquarters team conducts police administration requirements specific to LE organizations. It provides technical supervision for MPIs, traffic management and collision investigators (TMCIs), and personnel within the force protection team. When assigned, the headquarters team also provides oversight and technical supervision for MWD and customs teams.

2-48. The operations team comprises the PMO and the L&O operations section. Within police station operations, the L&O operations section is the equivalent of the operations staff officer (S-3) section within a brigade or battalion. The operations officer and operations sergeant provide mission supervision of all personnel assigned to the L&O operations center. Military police personnel assigned to the operations section must be thoroughly familiar with all aspects of the Army operations process and be able to multitask and manage complex operations. The operations section conducts staff planning and technical supervision required to support the L&O mission. Only experienced personnel should be assigned to the operations section. Whether conducting L&O operations that support large posts at home stations, establish civil control, or restore L&O in support of an HN population or supporting HN police development and transition teams (PDTTs) in building HN police capability and capacity, the tempo and requirement for experience and maturity from L&O operations personnel is high. The L&O operations section—

- Ensures that all LE operations, military police intelligence analyst activities, and investigative activities are implemented, coordinated, and controlled as directed by the PM or military police commander responsible for L&O operations.
- Ensures that police liaison with other LE agencies is coordinated and conducted.
- Establishes and maintains public relations activities with the military, civilian, or HN communities served as directed by the PM or military police commander responsible for L&O operations.
- Provides support to mission contingency plans as required.
- Plans for the use of resources; provides operational control of military police assets and resources; and establishes patrol areas, policies, and responsibilities for military police personnel.
- Coordinates personnel requirements to support L&O operations with supporting military police commanders.
- Issues orders and develops plans specific to L&O missions.
- Collects, documents, organizes, and analyzes police and criminal information to determine trends, patterns, and associations identifying LE problem areas and crime trends (see ATTP 3-39.20).
- Coordinates specialized technical and forensic support.

- Generates serious incident reports according to AR 190-45.
- Finalizes military police reports and forms.
- Ensures security and chain of custody for evidence and confiscated and recovered property.

Desk Team

2-49. The desk team serves as the primary control point for all LE-related incidents, communications, and operations initiated by assigned patrols or received directly from the field. The desk team is critical to the overall success of military police LE operations. The duties of the desk team include—

- Receiving and recording complaints.
- Maintaining the military police desk blotter and daily staff journal.
- Dispatching and monitoring patrols and investigative personnel as required.
- Coordinating and requesting other emergency services to respond to incidents.
- Providing incoming police information and criminal data to the operations section for analysis and distribution as required.
- Controlling and protecting offenders in custody at the military police station.
- Affording proper protections to juveniles while at the L&O center.
- Monitoring detention cell operations and ensuring that proper procedures are employed.
- Ensuring that required notifications are conducted and required reports are initiated (USACIDC notifications, serious incident reports, chain of command notifications).
- Keeping the operations team, PM, or senior military police commander informed of major incidents as they develop.
- Ensuring that desk operations are in compliance with established standing operating procedures (SOPs), regulations, and legal requirements.

Force Protection Team

2-50. The force protection team provides expertise and technical capabilities related to antiterrorism and physical security required to assist units in the protection of personnel and equipment according to ARs, command policies, and field operating procedures. These capabilities are relevant across all environments. The team—

- Conducts vulnerability assessments to identify and prioritize critical facilities and key terrain within the AO.
- Identifies mission-essential activities that are vulnerable to criminal acts or disruptive activities.
- Conducts physical security inspections and assessments to determine if safeguards are adequate (see ATTP 3-39.32).
- Provides recommendations for active and passive defense measures.
- Identifies gaps in protection efforts and posture and recommends solutions to mitigate those gaps.

2-51. The capabilities that the force protection team provides can be especially critical in the building of base camps; the team should coordinate with the appropriate engineer to assist commanders in ensuring that adequate protection measures, to include physical security applications (barriers, lighting, observation and detection technologies), are integrated into the planning and construction of the bases.

Military Police Investigation Team

2-52. MPis provide technical capabilities for investigating criminal incidents and conducting LE-related surveillance operations. MPis are specially trained to analyze police information and collect and properly store evidence. When required, they coordinate with USACIDC SAs to synchronize and deconflict ongoing investigations and share LE information. MPis can work with HN and civilian police agencies to conduct joint and multinational investigations. They can support HN PDDTs by working with HN criminal investigators to build baseline investigative capability and capacity. (See FM 3-19.13 for more information on LE investigations.) Other duties and responsibilities of MPis include—

- Conducting juvenile crime investigations.
- Conducting gang-related investigations.
- Evaluating and conducting crime prevention activities.
- Providing drug suppression support to USACIDC.
- Conducting interviews and LE interrogations.
- Providing court testimony.

2-53. MPIs can provide the military police and multifunctional commander with valuable experience and expertise in evidence collection and preservation, enabling follow-on forensic evaluation. They are trained to conduct interviews and LE interrogations (see chapter 4). Although they are trained and honed for use in criminal investigations, these skills can be extremely valuable when conducting tactical questioning of personnel detained in an AO at an incident site or during the conduct of military operations. These capabilities are also valuable in interviews of HN citizens, local officials, and other personnel to gain valuable information and increase situational awareness and understanding.

Traffic Accident Investigation Team

2-54. Army LE personnel assigned to the traffic investigation section should successfully complete the Traffic Management and Accident Investigation Course at Lackland Air Force Base, Texas. TMCIs provide technical capabilities required for investigating traffic accidents and augment military police capabilities in conducting traffic enforcement and education.

2-55. TMCIs reconstruct accidents involving fatalities or extensive property damage and investigate accidents involving minor injuries or damage to government property. They can assess the causes of accidents, including operator error, environmental conditions, and equipment failures. The team provides military police reports, accident information, and testimony to magistrate courts, commanders, insurance agencies, and other LE agencies when required. (See chapter 6 for additional information on traffic enforcement.) Other duties and responsibilities include—

- Conducting traffic control and safety operations.
- Conducting traffic enforcement.
- Conducting drunk driver suppression operations.
- Identifying and processing abandoned vehicles.
- Preparing traffic studies.
- Preparing and tracking traffic reports (including citations).
- Conducting special traffic enforcement (special events, emergency operations).

2-56. TMCIs can also provide substantial support during policing activities associated with MMS operations. Their knowledge of traffic control and flow, protection measures associated with vehicle movement, and traffic study capabilities can be a valuable asset to military police and multifunctional commanders in their efforts to protect U.S. personnel and assets, ensure freedom of movement, and establish and maintain civil order and control.

ADDITIONAL MILITARY POLICE LAW AND ORDER CAPABILITIES

2-57. Military police possess additional L&O capabilities beyond those associated with the L&O detachment. These capabilities are found in modular teams (MWD, customs teams) that are typically assigned to L&O detachments, but are not an organic element of the L&O detachment modified table of organization and equipment. Some capabilities are held by individual military police Soldiers who have received specialized training, including SRTs and protective-services capabilities.

Customs Inspection Team

2-58. Military police customs personnel possess the training and capability to support unit deployment and redeployment operations. Customs operations are conducted with U.S. Customs and Border Protection approval and oversight. Military police Soldiers may be tasked to inspect and examine all DOD cargo, equipment, aircraft, vehicles, and people leaving their locations outside the United States en route to the

United States. Inspectors ensure that returning military equipment conforms to U.S. Department of Agriculture standards and that all gear returning with personnel serving abroad complies with U.S. Customs and Border Protection regulations for reentry into the United States. Army customs inspectors have jurisdiction over all customs and operational washdown sites in their AO. Customs teams will typically be assigned to a military police command or military police brigade operating at an aerial port of embarkation or a seaport of embarkation in support of transportation operations. Military police customs personnel consist of—

- A senior military customs inspection supervisor to coordinate logistical support, operational integration, staff planning, and customs team operations and requirements. The senior military customs inspection supervisor provides technical supervision for customs team operations.
- A senior military customs inspection team to augment U.S. Customs and Border Protection personnel in conducting customs training and performing customs operations in support of units and personnel redeploying to the United States or its territories. Customs teams may also provide technical expertise and support for border operations to enforce restrictions on contraband or other regulated items.

2-59. Military police customs personnel can transfer their experience supporting U.S. Customs and Border Protection operations to supporting HN customs requirements at entry points and other checkpoints as required. MWDs provide the capability to detect contraband being smuggled. Military police units can provide LE expertise and work closely with HN border personnel, providing training and assistance until the HN is capable of assuming full authority. Successful border control operations include the following:

- The integration of border control and customs efforts to—
 - Identify contaminated or infested vehicles, cargo, and personnel that could introduce foreign invasive plants, insects, or other organisms into the AO.
 - Identify drugs, explosives, or other contraband at border entry points.
- The efficient, regulated movement of personnel, vehicles, material, and goods.
- Cooperative efforts with adjacent state border agencies.
- Detection capabilities, including—
 - Illegal trafficking across borders.
 - Organized criminal networks.
 - Movement of irregular forces.
 - Terrorist activities and movements.
 - Other threats to the HN.

Evidence Response Team

2-60. An evidence response team is an ad hoc or expediently formed team of technical experts, mobilized to respond to a significant event requiring the collection and preservation of evidence. They will typically be manned by military police Soldiers and led by MPIs or USACIDC SAs. LE professionals assigned to augment headquarters elements can also provide requisite expertise to lead an evidence response team. The primary focus of an evidence response team is to—

- Identify the crime scene or incident site boundaries to facilitate protection of the scene (the actual area that may contain valuable evidence may not be obvious to untrained personnel).
- Collect and preserve physical evidence.
- Document evidence and establish the chain of custody.

Military Working Dog Team

2-61. There are three types of MWDs in the Military Police Corps Regiment—the patrol explosive detector dog, the patrol narcotics detector dog, and the specialized search dog. Specialized search dogs are not typically used to support L&O missions because they are trained to work off leash and are not trained to perform patrol dog functions required for LE applications. Patrol explosive detector dogs and patrol narcotics detector dogs are also trained as patrol dogs. Patrol dogs are used in routine military police LE patrol operations supporting full spectrum operations at home stations and within a forward-deployed AO.

2-62. Patrol explosive detector dogs are trained with a passive response to scents and compounds involved with bomb making. Patrol narcotics detector dogs can be trained with a passive or aggressive response to scents and compounds emitted from drugs. Specialized search dogs are trained with a passive response to bomb scents and compounds. All dogs train and certify with a specific handler; the dog and its handler must be employed as a team. To meet operational requirements, MWD teams are modular and deploy based on specific requirements within an AO. MWD teams are resource-intensive. Planners must understand the resource requirements for employing and sustaining MWD teams. Veterinary support, food, shelter, and many other requirements must also be considered (see ATTP 3-39.34 for additional information). Military police MWD teams consist of—

- A kennel master to coordinate logistical support, operational integration, and technical supervision of MWD teams.
- An explosives or patrol team to detect explosives and explosive residue in support of L&O operations and protection efforts (building and area clearing operations, entry and access control points, traffic and border checkpoints). Patrol explosive detector dog teams are dual-trained for police patrol activities and explosive detection. Specialized search dogs are not trained for police patrol activities and cannot be used for LE patrolling.
- A narcotics or patrol team to detect narcotics and narcotics residue in support of commanders' health and welfare inspections, L&O operations, and customs operations.

2-63. MWD teams provide a valuable asset to military police, combined arms, the DOD, and other governmental agencies. The dog's sight, smell, and hearing ability enhance detection capabilities and provide commanders with a physical and psychological deterrent to criminal activity. MWD teams are key resources for use in Army LE, combat, and logistics and sustainment operations for explosive detection. MWDs are trained for patrolling and performing building, vehicle, and area searches (see ATTP 3-39.34). Specific LE mission support includes—

- Customs enforcement.
- Suspicious packages, bomb threats, and alarm responses.
- Search and rescue operations.
- Protective services operations.
- Crowd control.
- Limited detainee operations.
- Access control.
- SRT operations.

Note. MWD teams are not used for crowd control or direct confrontation with demonstrators unless the responsible commander determines it to be absolutely necessary. When it is necessary, dogs are kept on a short leash to minimize the danger to innocent persons. Dogs are not released into a crowd. Civil disturbance contingency plans include specific criteria for the use of MWD teams that are consistent with AR 190-12, AR 190-14, and FM 3-19.15 MWD teams are not used for detention operations, except as external security assets for security at detention facilities. They are not used to directly control detainees (see FM 3-39.40).

Protective Services and High-Risk Personnel Protection

2-64. Select military police and USACIDC personnel receive specialized training to provide protection for high-risk personnel. High-risk personnel are individuals who are more likely to be terrorist or criminal targets because of their grade, assignment, symbolic value, vulnerabilities, location, or specific threat; these individuals can be military or civilian personnel. USACIDC provides protective-services details to Army high-risk personnel serving in designated positions based on their ranks, positions, geographical locations, and specific threats; trains USACIDC SAs in protective-services tasks; and assigns teams to individuals as required. These teams are supported by trained military police Soldiers as required. Military police and USACIDC personnel conducting designated high-risk personnel missions and select additional personnel attend the Protective Services Training and Antiterrorism Evasive Driving Course at USAMPS.

2-65. Skills acquired by military police during protective-services training also provide capabilities to commanders for the protection of personnel in combat environments. Military police may be assigned to conduct high-risk personnel security operations in combat environments or be responsible for protecting commanders in key leadership positions, as designated by the combatant commander and/or identified through a personal-security vulnerability assessment.

Special-Reaction Team

2-66. An SRT is a specially trained and equipped reaction force integral to contingency plans for posts, camps, and stations responding to a major disruption or special threat situation. Commander's organize, equip, and train SRT according to AR 190-58. The SRT—one of the most technical and highly trained LE assets—has the capability to neutralize, through control and selective fire functions, persons who, if not removed by fire, pose an imminent threat of death or serious bodily injury against others. FM 3-19.11 provides guidance for training, equipping, and employing SRTs. Special threat situations where SRTs can be employed include—

- Precision high-risk entry for barricaded persons.
- Dangerous suspect apprehensions.
- Countersniper operations.
- Precision offensive sniper operations.
- LE searches and raids.
- Support to protective-services operations.
- Precision fire and overwatch capabilities (in garrison and MCO or stability operations).
- Close quarters battle tactics instruction to HN police.

ARMY CIVILIAN POLICE AND SECURITY GUARDS

2-67. The increased demands on military police have facilitated the need for a greater expansion of the DA civilian police and security guard program. DA civilian police and security guards are governed by AR 190-56. DA civilian police officers and guards are trained via a standardized program of instruction. USAMPS is the proponent for DA civilian police and guards training and doctrine. DA civilian police and guards are trained professionals who fill the public safety gap by providing police and security activities to posts, camps, and stations worldwide. DA civilian police can be employed across the full range of military police LE capabilities. DA security guards serve access control and other physical security duties not requiring LE trained personnel. DA security guards may detain personnel, but are not authorized to apprehend; they are not qualified for use as LE officers. Access control considerations and procedures are described in ATTP 3-39.32 and TC 19-210.

U.S. ARMY CRIMINAL INVESTIGATION COMMAND SUPPORT

2-68. USACIDC SAs support Army L&O efforts within an independent organizational structure. USACIDC elements support unit commanders and work with Army military police, but remain under the control of the USACIDC command structure. USACIDC elements support the senior mission commander or geographic combat commander in maintaining order and discipline by deterring crime through proactive crime prevention efforts and investigating major crimes that impact unit readiness and the commander's ability to preserve combat power.

2-69. USACIDC criminal investigations focus on serious crimes (wrongful deaths, controlled-substance offenses, theft, fraud, sexual misconduct, assaults) as prescribed in AR 195-2. USACIDC also conducts protective-service missions, sensitive and special investigations involving senior Army officials, and investigations associated with classified programs. These elements are assigned to a geographic area of responsibility and typically support organizations within that area. When tasked to support a specific organization, USACIDC elements may be attached to a supported commander (if authorized by the commanding general, USACIDC); however, USACIDC typically retains organizational and administrative control. (See FM 3-39 for additional information on USACIDC structure and employment.)

2-70. USACIDC provides technical criminal investigative support, integrating its capabilities with Army military police activities, other LE investigative agencies, and military criminal investigative organizations from sister services. USACIDC SAs provide—

- L&O investigative support (SAs conduct investigations of crimes against persons and property and sex crimes).
- Investigations of casualties incurred from friendly forces (friendly fire incidents or criminal fratricide).
- Drug suppression operations.
- Fraud investigations.
- Investigations into (when required)—
 - War crimes allegations.
 - Abuse of detainees, displaced indigenous personnel, or local national employees who allege abuse by U.S. forces.
- Investigations of violations of international agreements, status-of-forces agreements, and other sensitive incidents as directed by appropriate authorities.
- LE professionals to support police intelligence activities, evidence collection, and targeting efforts of commanders at all levels. Personnel may be experienced civilian LE professionals or USACIDC SAs.
- Reachback support to the USACIDC headquarters, sister service military criminal investigative organizations, the U.S. Army Criminal Investigation Laboratory, and other federal and international LE agencies.
- Host nation police development in advance LE investigations.

2-71. USACIDC provides forensic analysis through the U.S. Army Criminal Investigation Laboratory and expeditionary forensics capability via modular, deployable laboratories and forward-deployed forensic support to Army LE and maneuver commanders. These capabilities enable more responsive and timely forensic analysis, including latent fingerprints, toolmarks, firearms, and deoxyribonucleic acid (DNA).

PLANNING CONSIDERATIONS

2-72. Military police and USACIDC staffs consider many factors when planning for L&O operations. Within environments where L&O operations are ongoing, planning often involves identifying enforcement and security gaps; shifts or changes in criminal activity; changes in technology, policy, or command guidance; and threats or hazards within the environment. L&O assessments and planning are typically focused on conditions, capabilities, and capacities related to police and prison structures, organized criminal elements, legal systems, investigations and interviews, crime-conducive conditions, and enforcement gaps and mechanisms (POLICE). (See ATTP 3-39.20 for a detailed discussion of POLICE and associated assessments.)

2-73. Planning and subsequent changes to L&O operations within this context typically require incremental changes to existing L&O operations rather than major shifts in police strategy or resources. In some cases, this includes specific events, major crisis situations, or changes in threat to the Army community (including personnel and resources). Typically, a change to operations may require relatively short-term organizational and operational adjustments to address a specific event, crisis, or threat. Some factors that planners may need to consider include—

- Patrol areas and distribution.
- Manpower and mission requirements.
- Patrol methods employed.
- Specialized capabilities employment (MWD [see ATTP 3-39.34]), traffic enforcement units) (see chapter 6).
- Police engagement activities (see chapter 5), including—
 - Interagency collaboration and fusion.
 - The development of police engagement themes and talking points for LE patrols, military police staff, and LE investigators.

- Public information campaigns.
- Integration and upgrades of supporting technology, to include lighting, surveillance cameras, biometric and forensic technologies, automations and communications systems, alarms and alarm monitoring, and special-response equipment.
- Critical-incident and special-event planning.
- Memorandums of agreement and memorandums of understanding with area agencies and organizations.
- Historical trends of calls for LE services.

PATROL AREAS AND PATROL DISTRIBUTION

2-74. Patrol areas and patrol distribution are methods used by LE agencies to divide a jurisdictional area into manageable and organized subordinate areas for LE personnel to conduct operations. Patrol areas delineate boundaries within the AO or jurisdiction. When identifying and establishing patrol areas, the staff should carefully consider all operational variables (political, military, economic, social, information, infrastructure, physical environment, and time constraints) and mission variables (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations). When establishing patrol areas within HN AOs where U.S. forces may not be familiar with historical, cultural, tribal, socioeconomic, and environmental boundaries ingrained within the population, LE personnel may experience serious problems with ethnic clustering, cultural divides, and economic issues. Military police staff and commanders must make every effort to learn the demographic details specific to their AO and area of interest to mitigate potential problems that can erupt by placing arbitrary patrol area boundaries within the AO.

2-75. Patrol distribution arrays individual LE patrols across the AO or jurisdiction and equalizes the workload among patrol units. If the workload is unbalanced, one unit may spend its entire shift responding to calls and completing reports while another unit is underemployed. Unequal workloads can also adversely affect morale. Effective patrol distribution spreads the mission load as equally as possible across assigned patrol or mission areas. Patrol distribution must consider, at a minimum, the following factors:

- Crime and complaint histories for the AO.
- Geography and characteristics of the AO, including—
 - Population and critical resource densities across the AO.
 - Obstacles and number of ingress or egress routes.
- Minimum response requirements.
- Manpower and mission requirements, including personnel available and mission loads.

2-76. These considerations, when taken holistically, provide information necessary to develop patrol distribution decisions. In stable areas where LE and policing activities have been well-established, historical patrol areas and patrol distributions provide a baseline from which changes can be implemented. This is the case on posts, camps, and stations or mature bases overseas. In some situations, especially within the context of expeditionary operations, these baselines may not exist or are not readily known by U.S. forces. In these cases, complete analysis must occur and patrol distribution recommendations and decisions must be made without the benefit of a historical baseline. Regardless of the initial amount of available information, military police and USACIDC personnel and police intelligence analysts conducting police intelligence activities can provide significant capability useful in identifying patterns in the criminal environment (see ATTP 3-39.20 for information regarding police intelligence operations).

Crime and Complaint History Within the Area of Operations

2-77. Staff planning and decisions regarding patrol distribution require specific crime data about the AO requiring LE patrol coverage. In established areas (posts, camps, stations within the United States), the PM and supporting military police commanders and staff have the crime data required to conduct analysis, produce recommendations, and make patrol distribution decisions. This data comes from historical records of criminal and other police and security-related activity, demographic data for the jurisdiction in question, seasonal and other cyclical events or activities, and areas of specific command emphasis. Data can be used to validate current patrol requirements and project future requirements.

2-78. In cases where L&O operations are implemented in areas without the benefit of historical records, military police personnel must base recommendations and decisions on information derived from elements within the AO. Military police should coordinate with U.S. and multinational forces within the area and local sources to determine areas of criminal activity, cyclical events that may temporarily change normal activity levels, areas requiring increased security, and other information specific to the local area and demographics. These local sources may include—

- Government agencies and officials.
- Informal sources (tribal, business, religious leaders).
- The local population.

2-79. Documented numbers of complaints and patrol dispatches can be a key source of crime data to determine areas of greatest activity. The number of complaints received per month can vary markedly during the course of a year. For example, complaints may be significantly higher in summer months when the days are longer, weather is more temperate, and more juveniles are typically in the area unsupervised. In winter months, when juveniles are in school, the days are shorter, and the weather is more harsh, the rate of complaints may drop. Caution must be exercised in such conditions to consider any changes that might affect the rate of offenses (unit deployments, increased troop strengths, local economic factors).

2-80. Analyses can be more precise if offense patterns are known, specifically patterns tied to specific days of the week and hours of the day. Additional consideration may be given to greater offenses (assaults, robberies) as compared to lesser offenses (disorderly conduct, damage to private property). Patrol distribution decisions should include response prioritizations based on the relative severity of the incident.

2-81. A data table can be used to depict a 24-hours-a-day, 7-days-a-week complaint frequency distribution. Table 2-2, page 2-24, illustrates how data can be used to track activity for specific hour, day, and time ranges. The table shows that complaints tend to rise from a low on Sunday to a high on Saturday; it also illustrates that peak times during the day are afternoon and evening through approximately 2300 hours. Table 2-3, page 2-25, illustrates data tracked by month. The table illustrates that complaints are up significantly during the summer months (June through September). The period documented may be quarterly, yearly, or other time spans, depending on the intent of the analysis. Compiling data over a long time period helps to avoid making patrol distribution recommendations and decisions based on a statistical anomaly (such as a temporary but significant period of activity that is outside of the norm). The activity data can be presented as aggregates or averages (table 2-2, page 2-24, depicts aggregate numbers for the specific hour and day). The activity data can enable the staff, commander, or PM to identify high-offense days during the week and high-offense hours of the day, enabling informed decisions regarding the distribution of patrols and other LE resources.

Table 2-2. Complaint levels compiled by the day and hour

<i>Time Crime or Complaint Occurred</i>			<i>Day of the Week When Crime or Complaint Occurred</i>						
<i>Time</i>	<i>Number</i>	<i>Percent of total</i>	<i>Sunday</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>
0000-0100	61	3.0	10	5	4	8	10	15	9
0100-0200	94	4.7	7	5	7	14	18	20	23
0200-0300	43	2.1	6	3	4	10	8	7	5
0300-0400	31	1.6	3	4	4	6	2	5	7
0400-0500	37	1.8	1	3	5	7	6	7	8
0500-0600	35	1.8	3	2	4	7	6	5	8
0600-0700	45	2.2	9	7	5	4	8	2	10
0700-0800	64	3.2	7	10	10	5	8	9	15
0800-0900	86	4.3	4	20	10	9	15	18	10
0900-1000	105	5.3	9	10	15	17	18	16	20
1000-1100	56	2.8	10	8	9	8	10	5	6
1100-1200	68	3.4	10	9	7	10	15	8	9
1200-1300	70	3.5	15	9	8	15	10	7	6
1300-1400	97	4.8	18	10	15	18	17	14	5
1400-1500	92	4.6	10	8	12	20	10	15	17
1500-1600	102	5.1	5	7	18	15	16	27	14
1600-1700	113	5.6	7	9	15	20	18	30	14
1700-1800	125	6.2	10	20	17	16	19	25	18
1800-1900	103	5.1	7	17	14	12	15	18	20
1900-2000	108	5.4	5	15	20	18	13	12	25
2000-2100	132	6.6	9	14	18	20	22	21	28
2100-2200	113	5.6	12	19	14	13	10	15	30
2200-2300	125	6.2	15	10	15	18	16	20	31
2300-2400	101	5.0	8	7	9	11	15	24	27
Total complaints by day			200	231	259	301	305	345	365
Total complaints	2,006								
Daily percent of total (complaints by day/total complaints)			10.0	11.5	12.9	15.0	15.2	17.2	18.2

Table 2-3. Complaint levels compiled by month

<i>Month</i>	<i>Monthly Totals</i>	<i>Percentage of Total Monthly Complaints</i>	<i>Rank (Less is Better)</i>
January	124	6.2	12
February	143	7.1	10
March	157	7.8	6
April	147	7.3	8
May	138	6.9	11
June	178	8.9	4
July	210	10.5	2
August	251	12.5	1
September	186	9.3	3
October	177	8.8	5
November	150	7.5	7
December	145	7.2	9
Total	2,006		
Average number of complaints reported per month: 167.17			
Average number of complaints reported per day: 5.5			

2-82. With no environmental changes (increased patrolling, weather, variations in troop strength, major population changes, or other factors), prior offense types will typically occur in similar patterns. Significant changes in the patterns can typically be attributed to deliberately applied changes by Army LE personnel (increased patrolling, police engagement with the public), a change to the demographics (such as unit deployments or movement into or out of the AO), or some other change in an area of interest that spills over into the AO (significant population shifts or major economic, political, social events causing impact within an adjacent area). With this basic data, recommendations and decisions regarding the distribution of the patrol force by shifts and days of the week can logically be applied, based on actual statistical rates of crimes and requests for assistance.

Crime Mapping

2-83. Geographic distribution analysis (crime mapping) documents the occurrence of specific activities or incidents, the time and date of those incidents, and the exact location over a particular geographic area. It emphasizes the use of graphics to depict activity and emerging patterns. This capability, coupled with data depicting crime frequencies by the specific time of day and day of the week, enables military police and USACIDC personnel to identify not only when the greatest criminal activity occurs but where the areas of increased activity are located.

2-84. Crime mapping can be done with rudimentary pin mapping techniques by using a physical map and colored pins, stickers, or other methods; geographic information system (GIS) software technology can also identify patterns and distributions of criminal activity. Police intelligence analysts and Army LE staff conducting event, incident, crime pattern, and crime distribution analysis can use GIS applications to conduct geographic distribution analysis using layered graphics, geographic data, and descriptive information to display results on a map. ATTP 3-39.20 and ATTP 3-34.80 contain information regarding crime mapping and GIS.

Geography and Characteristics of the Area of Operations

2-85. Along with information specific to the historic frequency and dispersion of criminal activity discussed previously, geography, urban concentrations, and locations of critical infrastructure and resources must also be considered when establishing patrol distribution guidance. These considerations must be analyzed to determine the appropriate priority for limited patrols and other LE resources.

2-86. When developing patrol areas and patrol distribution requirements, the military police staff should array patrols to make response times relatively equal across all patrol areas. When considering geographic impacts on patrol areas and patrol distribution requirements, the military police staff should consider the—

- Population and resource densities.
- Average response times.
- Communication limitations (distance, structures, and dead zones).
- Realistic times for additional LE or other response forces to provide assistance.
- Locations and distances of, and travel times to, emergency medical treatment facilities.
- Obstacle impacts.
- Ingress and egress routes.

Population and Critical Resource Densities

2-87. Areas where population density is greatest will typically require specific attention. Densely populated areas may have greater than average rates of crime, traffic, and pedestrian congestion and can complicate and inhibit the ability of LE patrols to respond in a timely manner. A higher frequency of calls may tie up patrols and generate requirements for additional resources to meet demand. Patrol areas within densely populated areas will typically be smaller than in less populated areas.

2-88. Rural areas may not experience high crime rates but the distances between people, homes, businesses, or other locations requiring LE response will be greater, thus increasing response times. The distance between points and the dispersion of people and LE patrols in an area can also increase the risk to LE patrols due to the response time required for backup patrols or other assistance.

2-89. The military police staff should identify any critical resources that may require increased coverage or rapid response operations. These locations can be facilities or entities that are at a greater threat of criminal or terrorist attacks. Many of these areas may be designated as mission-essential vulnerable areas or high-risk targets by the commander responsible for the AO. Threat assessments specific to the AO must be conducted to determine what facilities or entities are at a greater risk (or warrant command designation as a mission-essential vulnerable area), what the priority should be for protecting these resources, and what element and method should be used to provide protection. ATTP 3-39.32 and AR 190-13 discuss the physical security of critical assets.

Minimum Response Times

2-90. Some assets may have minimum response times that must be factored into planning patrol distribution. These requirements may be mandated by the local commander or directed by an AR (such as AR 190-11). AR 190-56 directs minimum response capability for the protection of designated high-risk personnel that can affect patrol distribution. Minimum response times must be considered to ensure that LE patrols, when required, can respond to incidents within the designated time frame.

Obstacles and Limited Access Routes

2-91. Natural or man-made obstacles must be considered when determining patrol areas and patrol distribution requirements. Natural obstacles (rivers, lakes, mountainous terrain) can create choke points or force long circuitous routes for LE patrols to negotiate. Likewise, rail lines can block travel when trains are transiting the area, drawbridges can prevent the ability of LE patrols to cross, and built-up areas can create congestion that slows a patrol's ability to respond. Some areas, especially those with significant natural or man-made obstacles, may have limited ingress or egress routes. A single access route over a bridge into a patrol area creates a choke point. A high traffic volume or a bridge that is out due to a natural or man-made disaster can isolate a patrol and prevent additional response forces from providing assistance. If this condition exists within an area, LE patrols may be prevented from entering an area and responding to an incident.

2-92. The existence of obstacles and limited access routes must be identified and considered when establishing patrol areas and patrol distribution. If single access routes cannot be avoided, multiple LE patrols within the area may be required to ensure officer safety and response capability. In some cases,

access may be limited to wheeled-vehicle traffic; bike, boat, or foot patrols may be considered to overcome the constraint. All available options should be considered.

MANPOWER AND MISSION REQUIREMENTS

2-93. The efficient use of manpower is crucial to effective LE operations. Manpower requirements for police operations are affected by the availability of personnel and resources, mission changes, special events, and critical incidents or conditions resulting if the force protection condition increases. The safety of LE personnel, the safety of the public, mission effectiveness, and quality of life issues are areas of significant concern for commanders, PMs, and leaders when Army LE personnel are required to work extended hours for prolonged periods or long periods with little to no days off. Numerous studies show that LE personnel who work long hours and shift work for extended periods or who work normal shifts with little time off are at increased risk for low morale, poor performance, health problems, and increased safety risks. While these conditions are sometimes unavoidable, military police and USACIDC leaders must be cognizant of the potential for these problems and take positive actions to address these conditions and mitigate their effects.

2-94. Careful planning and the efficient and equitable use of manpower can help reduce on-duty accidents and improve the quality of public safety for the community. LE staff, commanders, and PMs must establish, maintain, and enforce mission schedule standards that provide adequate time off and time for training and unforecasted mission requirements. While some environments and missions require personnel to operate with minimal down time for extended periods, all leaders must monitor missions to ensure that some time off is provided.

2-95. Identifying LE patrol allocations and manpower requirements is key to maintaining sustained L&O operations. The methods used to determine LE patrol requirements and, subsequently, the number of personnel needed to conduct patrols will vary based on the information available to military police planners. Many of these calculations require extensive historical data relating to criminal activity, police activities, personnel policies, and other factors. Some environments, especially during expeditionary missions, do not readily provide data for calculations to determine these requirements. In these cases, comparative analysis between similar AOs may be the best method for an initial determination of police patrol and manpower requirements. Appendix E provides examples of methods for identifying LE patrol and manpower requirements.

INCREASES IN THREAT AND FORCE PROTECTION CONDITION LEVELS

2-96. Military police and USACIDC staffs must plan enforcement measures for increased force protection condition levels. When the protection level escalates, requirements for L&O resources are affected dramatically. Enforcement and RAM are stepped up, requirements (especially manpower) for access control operations are raised significantly, and there is an increase in security checkpoints and security of critical assets (hospitals, air bases, headquarters commands, other mission-essential sites [water, power, pumping stations, railheads]). Resource requirements are greatly increased to meet the demands of the increased enforcement measures. Planners must identify resources (including personnel, equipment, and other sustainment requirements) at each corresponding force protection condition level. At higher levels, personnel augmentation, equipment, and other sustainment support from nonmilitary police elements is typical. These requirements must be coordinated through the senior mission commander and documented within appropriate support planning documents to ensure that the required augmentation and other support is available when needed.

MEMORANDUMS OF AGREEMENT AND MEMORANDUMS OF UNDERSTANDING

2-97. Memorandums of agreement or memorandums of understanding with local police and other emergency response agencies are routinely established between Army LE and other military or civilian agencies to clarify command and control relationships, resourcing, and other administrative relationships. The PM, military police, or USACIDC commander often relies on outside police agencies for assistance and to share police information and intelligence in support of L&O operations. Antiterrorism efforts should always include local, state, and federal police and intelligence agencies as required by AR 525-13 and DOD O-2000.12-H. Strong relationships with these agencies are important for mutual support and public

safety. Representatives from these external agencies should be invited to planning meetings, working groups, and forums to exchange ideas, solicit input, and participate in appropriate exercises.

2-98. Memorandums of agreement and understanding with civilian LE and other emergency response agencies are developed based on identified capability gaps, mutual support and resourcing requirements, and command guidance. Memorandums of agreement and understanding are typically staffed between the outside agency and the PM or the military police commander responsible for the L&O mission. The approval authority for the Army typically resides with the base commander or the senior mission commander, depending on the scope and support requirements within the memorandum of agreement or understanding. The Army approval authority for USACIDC memorandums of agreement and understanding is typically the USACIDC group commander or the Commanding General, USACIDC, depending on the significance of the memorandum of agreement or understanding and the organization involved.

CRITICAL INCIDENT RESPONSE AND EMERGENCY MANAGEMENT

2-99. Army LE personnel must plan and be prepared for response to critical incidents, whether natural or man-made. Army LE personnel typically provide the initial emergency response to critical incidents occurring within their AO. Critical incident response planning typically requires coordination with multiple agencies and organizations to—

- Ensure the synchronization of effort.
- Identify the lead agency for the specific event.
- Deconflict communications (methods, frequencies, networks).
- Ensure the identification and understanding of responsibilities and capabilities of each organization.
- Identify triggers and decision points specific to the plan.

2-100. Specific response requirements vary depending on the nature and location of the event. Each critical incident requires specific response activities. This requires preplanning by military police and USACIDC staffs to ensure that response elements are properly trained, equipped, and knowledgeable of response and reporting requirements. Army LE personnel must understand unique aspects of the incidents to which they may be required to respond and be capable of rapidly assessing the situation upon arrival, initiating immediate actions required for public safety and security, and requesting appropriate follow-on emergency responder capability (hazardous materials, fire, medical).

2-101. Army LE personnel conducting critical incident response and emergency management planning must consider potential incidents in the Army area of responsibility and incidents occurring in surrounding areas of interest. Incidents in surrounding areas of interest can cause negative effects, directly and indirectly, on AOs. There may be memorandums of agreement, memorandums of understanding, or requests for assistance that will require support by Army LE or provide support from outside agencies. Army LE planners must consider the support requirements associated with these agreements. Critical incident response and emergency management plans can include—

- Special threat situations, including—
 - Hostage situations.
 - Suicide threats.
 - Barricaded criminals.
 - Terrorist attacks.
- Consequence management actions associated with—
 - CBRNE weapons.
 - Major accidents due to vehicle mishaps, including wheeled vehicles, rail cars, downed aircraft, industrial incidents, fires, and natural disasters (based on likely natural occurrences for the geographic area).
 - Terrorist incidents.
 - Responses to pandemics.

2-102. Most incidents on Army posts, camps, and stations are of a scale conducive to response and mission command of the incident by Army assets without external assistance. In these cases, the incident will typically be handled by the directorate of emergency services and other Army support agencies within the AO. However, some incidents may be of a scale requiring response by multiple agencies within the Army structure and elements outside the Army. Likewise, during civil support operations, Army resources may be used in support of federal, state, and local civilian emergency response agencies (see DODD 3025.1). Military police and USACIDC staffs must understand and plan for participation within a unified command and the organizational structure of the National Incident Management System (see FM 3-28 for information regarding National Incident Management System). Homeland Security Presidential Directive-5 requires all federal departments and agencies to adopt the National Incident Management System and use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation programs and activities. The National Incident Management System provides a set of standardized terminology and organizational structures (the Incident Command System; multiagency coordination systems; public information systems; requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various areas). These areas include—

- Training.
- Resource management.
- Personnel qualification and certification.
- Equipment certification.
- Communications and information management.
- Technology support.
- Continuous system improvement.

UNIFIED ACTION

2-103. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). The complexity of L&O operations (specifically LE) requires effective external liaisons and cooperative relationships with other U.S. military, civilian, and multinational LE organizations and non-LE organizations. The PM or senior military police commander must be prepared to coordinate and synchronize operations with external agencies and organizations to maximize effectiveness. Resource constraints increasingly require external coordination to fill capability and resource gaps. Unified action is especially critical when planning, training for, and responding to crisis situations or large-scale special-event scenarios. Information sharing and fusion activities also require extensive interagency coordination to maximize effectiveness. (See FM 3-0 for additional information on unified action.)

LAW AND ORDER SUPPORT

2-104. *Assessment* is the continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation (FM 3-0). It is a feedback mechanism enabling units and organizations to learn and adapt. Assessment is a continuous activity of the operations process that helps military police commanders, PMs, and staffs to recognize variations from initial assumptions and visualizations that subsequently could enable the identification of faulty planning. Assessment can identify changes in the OE that may require a revision in planning or changes to operations. The primary tools for assessing any operation include operation orders, commander's observations, running estimates, and assessment planning (to include measures of effectiveness [MOEs], measures of performance, and reframing criteria). The commander's visualization forms the basis for the commander's personal assessment of progress (see FM 5-0).

2-105. Continuous assessment enables the military police commander, PM, and staff to make adjustments when minor variances or environmental changes are detected. It also allows the commander to conduct a major reframing of visualization, significant shifts in planning, and operational execution when major variances are identified. A *variance* indicates a difference between the actual situation during an operation and what the plan forecasted the situation would be at that time or event (FM 6-0). Continuous assessment

enables military police and USACIDC elements to adapt to a fluid and changing environment and evolving situational awareness and understanding. The running estimate is the staff's mechanism to document continuous assessments of the current and future environment. (See FM 5-0 for additional information on continuous assessment and running estimates.)

2-106. During planning, commanders and staffs identify likely changes to the OE and options and actions required in the event that these changes reach identified thresholds. During execution, commanders and staffs monitor the situation to identify changes in conditions through change indicators. These change indicators can result from—

- Direct friendly or threat actions.
- Second- or third-order effects of friendly or threat actions.
- Natural or man-made conditions beyond the control of friendly or threat forces (natural disasters, interventions by third-party elements).

2-107. Additionally, commanders must assess the magnitude and impact (positive or negative) of identified change indicators on friendly operations. Finally, they must identify opportunities and risks associated with the change indicators and determine what changes to friendly operations are required to address the identified conditions. Military police and USACIDC establish and use measures of performance and MOEs to evaluate ongoing operations. It is critical for the staff to understand the use of these assessment tools and employ them effectively.

MEASURES OF PERFORMANCE

2-108. A *measure of performance* is a criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0). It is friendly force-oriented and cause task accomplishment to determine whether a task was performed properly. Measures of performance gauge task completion and are typically reflected within execution matrixes. They measure success relative to the *what* in the mission statement (see FM 5-0). Measures of performance are typically straightforward and relatively easy to identify as opposed to MOEs, which tend to be more difficult to correctly identify. Measures of performance can typically be selected from existing doctrine and training sources. In some cases, the measure of performance may require modification based on the specific OE and related conditions. The measure of performance criteria must be established, published, and understood by all elements participating in the operation to ensure mission success.

MEASURES OF EFFECTIVENESS

2-109. A *measure of effectiveness* is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0). MOEs help military police and USACIDC commanders and staffs determine if current operations are achieving the desired results. MOEs are established as criteria for success. Assessment relevant to the MOE requires related indicators to be identified. MOEs are typically identified and tracked within the assessment plan. They measure success relative to the *why* in the mission statement and enable the commander and staff to determine if the mission is being accomplished effectively (see FM 5-0). When selecting MOEs, military police and USACIDC staff should—

- Ensure that the MOE is relevant and measures the degree to which the desired outcome is achieved.
- Ensure that MOEs are separate and distinct from one another; choose MOEs that measure different causal chains.
- Structure MOEs so that measurable, collectible, and relevant indicators for them exist.
- Write MOEs clearly as statements, not as questions.

INDICATORS

2-110. Assessment incorporates quantitative (objective) and qualitative (subjective) indicators. The term quantitative indicator indicates an observation-based (objective) item of information that provides insight into an MOE or measure of performance (see FM 5-0). Quantitative indicators are based on observations

that can be measured based on a numerical value and are, therefore, less dependent on human judgment. A qualitative indicator is an opinion-based (subjective) item of information that provides insight into an MOE or measure of performance (see FM 5-0). Qualitative indicators are subjective by nature and are, therefore, dependent on human opinion and carry a higher risk of bias in the assessment. Indicators represent raw data input that help determine whether MOEs and measures of performance have been successfully achieved. Indicators selected to provide insight into MOEs should be measurable, collectible, and relevant to the MOE the indicator is collected against. Table 2-4 provides examples of L&O-related MOEs and associated indicators.

Table 2-4. Sample L&O-related MOEs and indicators for objectives supporting the establishment of the rule of law

<i>Overall Objective</i>	<i>L&O-Related MOE</i>	<i>Indicator</i>
Develop and train HN police	Increase HN police capability	<ul style="list-style-type: none"> Increases or decreases in HN police proficiency. Changes in scores on police skills testing of HN police officers. Number of police academy classes. Number of police radios available.
	Increase HN police capacity	<ul style="list-style-type: none"> Number of police academy classes offered. Number of certified HN police officers. Number of operational police stations.
Enforce L&O	Decrease crime rates	<ul style="list-style-type: none"> Number of crimes, by category (murder, assault, robbery, larceny). Number of requests for service (LE patrols). Increases or decreases in public feelings of security.
	Establish traffic control	<ul style="list-style-type: none"> Number of traffic control devices in place. Number of traffic violations cited. Increases or decreases in citizen complaints concerning traffic flow. Changes to traffic throughput rates at specific intersections or roadways.

Table 2-4. Sample L&O-related MOEs and indicators for objectives supporting the establishment of the rule of law (continued)

<i>Overall Objective</i>	<i>L&O-Related MOE</i>	<i>Indicator</i>
Promote citizen participation	Increase civilian trust of police forces	<ul style="list-style-type: none"> • Increases in citizen-initiated communications with police. • Increases or decreases in public fear or distrust of police. • Increases or decreases in citizen attendance at police-sponsored community meetings.
Legend: HN host nation L&O law and order LE law enforcement MOE measure of effectiveness		

CRIME AND CRIME-REPORTING CATEGORIES

2-111. L&O operations, specifically LE, require the enforcement of laws, directives, and punitive regulations. To assess problem areas specific to LE operations within an AO, personnel use offense and crime statistics to measure the level of activity and gauge the success of LE measures. Commanders and PMs make enforcement decisions regarding resource distribution, specific enforcement measures and strategies, organizational changes, and future resource and organizational requirements based on these statistics. The COPS is the single database used by the Army to compile crime statistics. COPS data is also used to populate DOD level crime databases; accurate and consistent reporting into COPS is essential to ensure that reliable data is available and accurately reflects criminal activity within the Army. Data is input into COPS by users (military police and DOD civilian LE patrols, TMCIs, MPis, police administration personnel, and military police operations personnel [including desk personnel]). The police administration section provides oversight and quality control for data input into COPS.

ARMY CATEGORIES OF CRIME

2-112. The U.S. military categorizes crimes and other offenses based on the UCMJ. Reporting criminal offenses for Army LE purposes is governed by AR 190-45. These offenses are broken down into four basic categories. The major categories and select offenses are shown in table 2-5. Within each of these categories is a list of offenses. Each offense has a dedicated offense code, used when annotating specific information on Army LE documentation and inputting information into the COPS database. All offenses are placed into the COPS database and can be queried when required by authorized personnel.

Table 2-5. Offense categories and select offenses

<i>Offense Category</i>	<i>Offense</i>
Crimes against persons	<ul style="list-style-type: none"> • Adultery, unlawful fornication, and unlawful cohabitation. • Bigamy. • Assaults (other than sexual). • Aggravated assault. • Simple assault. • Child neglect. • Spouse abuse. • Extortion. • Forgery. • Homicide. <ul style="list-style-type: none"> ▪ Murder. ▪ Voluntary manslaughter. ▪ Involuntary manslaughter. ▪ Negligent homicide. • Kidnapping. • Controlled-substance violations. • Perjury, false swearing, and false official statements. • Robbery. • Traffic violations. <ul style="list-style-type: none"> ▪ Traffic fatality. ▪ Drunken driving. ▪ Fleeing the scene of a traffic accident. ▪ Traffic accident injury or destruction of property. ▪ Careless or reckless driving. • Weapons violations. • Escape. • Resisting apprehension. • Unauthorized absences. <ul style="list-style-type: none"> ▪ Absent without leave. ▪ Desertion. • Missing movement.
*Sex crimes	<ul style="list-style-type: none"> • Rape. • Rape of a child. • Aggravated sexual assault. • Aggravated sexual assault of a child. • Indecent acts. • Forcible pandering. • Indecent exposure.

Table 2-5. Offense categories and select offenses (continued)

<i>Offense Category</i>	<i>Offense</i>
Crimes against property	<ul style="list-style-type: none"> • Arson. • Black market operations. • Illegal entry. <ul style="list-style-type: none"> ▪ Burglary. ▪ Housebreaking. • Counterfeiting. • Smuggling. • Larceny of government property. • Larceny of private property or funds. • Wrongful destruction. • Failure to pay just debts.
Fraud crimes	<ul style="list-style-type: none"> • Bribery. • Graft. • Procurement fraud. • Mail fraud. • Identity theft. • Making, drawing, or uttering a check with insufficient funds.
<p>Note. The information in this table is not a complete list of all offenses (for a complete list, see AR 190-45).</p> <p>*Congress amended Article 120, UCMJ, effective 1 October 2007. The change is reflected in the MCM. The sample crimes reflected in this table are consistent with this change; the changes are not yet reflected in the current AR 190-45.</p>	
<p>Legend:</p> <p>AR Army regulation</p> <p>MCM Manual for Courts-Martial</p> <p>UCMJ Uniform Code of Military Justice</p>	

2-113. Each post, camp, or station commander will track and monitor criminal incidents within their AO. The supporting PM or military police commander responsible for the L&O mission will compile the data and prepare local reports, usually on a quarterly basis. More frequent local reporting may be required, depending on the specific environment and the actual or perceived level of activity within the AO. Typically, the specific offenses tracked and monitored on a regular basis within local commands are limited to high-impact offenses—generally offenses that cause major disruption to military readiness, significant publicity, or major disruptions that have a chilling effect within the military community. Some offenses may be specific subcategories (for example, assaults may be reported, but an additional, more-focused category of domestic violence may also be required due to the sensitivity of the offense). The exact offense list will vary based on command guidance, specific areas of concern for command and Army LE personnel, and the OE. Offenses generally reported cyclically include—

- Murder.
- Sex crimes.
- Assaults.
- Domestic violence.
- Driving under the influence.
- Drug offenses.
- Absent without leave.

UNIFORM CRIME REPORT

2-114. Specific categories of crime are captured in the Uniform Crime Report, managed by the Federal Bureau of Investigation (FBI). The FBI Criminal Justice Information Systems Division manages and controls the Uniform Crime Report, along with other Criminal Justice Information System elements, to include the National Crime Information Center, Integrated Automated Fingerprint Identification System, and National Incident-Based Reporting System. Army participation in the Criminal Justice Information System is governed by AR 190-45. Army crime data entered into the COPS is the conduit for populating the Defense Incident-Based Reporting System. It is a consolidated, DOD database that holds crime data from all services within the DOD. Defense Incident-Based Reporting System data is, in turn, sent to the National Incident-Based Reporting System and added to the Uniform Crime Report statistics.

2-115. The Uniform Crime Report compiles yearly crime statistics to capture criminal activity across the United States. The Uniform Crime Report divides crimes into Part I and Part II offenses. Part I offenses are serious crimes; they are further broken down into crimes against persons and crimes against property. Offenses listed in the Uniform Crime Report are shown in table 2-6.

Table 2-6. Uniform Crime Report offense categories

Part I Offenses		Part II Offenses (All Other Reportable Crimes Not Categorized Within Part I)
Crimes against persons	<ul style="list-style-type: none"> • Criminal homicide (murder) • Forcible rape • Robbery • Aggravated assault 	<ul style="list-style-type: none"> • Other assaults • Forgery and counterfeiting • Fraud • Embezzlement
Crimes against property	<ul style="list-style-type: none"> • Burglary • Larceny theft (except motor vehicle theft) • Motor vehicle theft • Arson 	<ul style="list-style-type: none"> • Stolen property (buying, receiving, and possessing) • Vandalism • Weapons (carrying, possessing) • Prostitution and commercialized vice • Sex offenses • Drug abuse violations • Gambling • Offenses against the family and children • Driving under the influence • Liquor laws • Drunkenness • Disorderly conduct • Vagrancy • All other offenses • Suspicion of offenses • Curfew and loitering violations (persons under 18 years of age) • Runaways (persons under 18 years of age)

2-116. The Uniform Crime Reporting Handbook (published by the FBI) contains detailed explanations of each offense category and how offenses are classified and scored. Within the Uniform Crime Report, classifying an offense refers to the determination of the proper crime categories in which to report offenses in the Uniform Crime Report. Scoring refers to counting the number of offenses after they have been classified. It is important to note that the titles for specific offenses are not always consistent with those found within the military UCMJ. The title given to similar crimes within different jurisdictions vary across categories. The Uniform Crime Report establishes a standard offense title used for reporting by the FBI.

CRIME REPORTING IN SUPPORT OF HOST NATION LAW ENFORCEMENT

2-117. When Army LE or other military elements are operating in support of HN police agencies, the specific categories of crimes will likely be different from those within the United States. The specific laws and culture of the HN will dictate the crimes enforced within that country. While many crimes will be similar, some differences will inevitably be apparent. Early in an operation, when the HN has limited or no capability to police its own population, U.S. forces will initially maintain order and, therefore, criminal reporting will be based on our understanding of criminal offense categories. As an HN builds capability and establishes their own criminal justice system, U.S. forces must transition LE support to be consistent with the HN system.

Note. These transitions to HN criminal categories and crime reporting do not apply to L&O efforts supporting U.S. personnel in which the UCMJ applies.

OTHER CRIME CATEGORIES

2-118. The categories of crime discussed previously are the standard categories applied within the military justice system and those used within the United States to standardize crime categories for reporting within the Uniform Crime Report. There are other categories of crime that, due to their complex nature or relevance within the context of international law, require additional consideration.

Organized Crime and Terrorism

2-119. Organized crime (including criminal gangs) and terrorist activity are an asymmetric threat to the restoration of peace and stability of the AO. The influence of organized crime and terrorist elements is multidirectional and will exploit an indigenous population within its borders and abroad using a combination of legitimate and illegal activities to consolidate and expand. Both of these elements will use extreme violence, thus undermining LE efforts and the ability to establish and sustain the rule of law. Terrorist organizations may employ local criminals to gain control (or influence) of an area. They can use organized criminals to influence the local political process and intimidate the population, causing a general state of instability.

2-120. Traditionally, organized crime has operated in the shadows of society, requiring a stable economy and state system to consolidate its influence and profits. However, in recent years organized crime groups have rapidly expanded, assisted by the technological advances in communications, open borders, globalization of trade, and drive from communism to democracy. Additionally, the relationship between organized crime and terrorism has begun to merge. An example of this is the Albanian Mafia's exploitation of the conflict in Kosovo. The relationship between organized crime and terrorist elements is also reflected in their methods of operation. Many terrorist organizations adopt organized criminal activities and methods to finance and resource their operations. Terrorists may adopt similar organizational characteristics as organized criminal elements. From an LE perspective, the fight against terrorist organizations may be most successful when using methods more commonly associated with combating organized criminal organizations.

2-121. Organized crime and terrorist organizations use complex networks. The OE may be exploited by organized crime as a staging area for the transnational movement of commodities or resources (people, drugs, weapons); as a start point for the transnational movement of commodities (people, local resources, products); or as an end point for personnel, commodities, and resources. For transnational organizational crime and terrorist organizations to operate within an OE, they must obtain influence over the indigenous local, regional, and national authorities. This could occur through economic incentive or coercion. This influence will enable the consolidation of networks without drawing attention from the international communities.

2-122. The most overt presence of organized crime will be at the tactical level, where criminal elements, working under a common agenda, will seek to exert control through intimidation and violence, establish business fronts as outlets for their criminal activities (restaurants, clubs, garages), and conduct extortion and protection (such as security firms) and vice (prostitution, other sex crimes) operations. Paradoxically, an area controlled by an established organized crime group is unlikely to suffer from much conventional

crime (theft, burglary), thus creating an appearance of normalcy (although sporadic acts of violence may take place as crime groups consolidate their authority). Terrorist organizations may employ local criminals to help gain control of an area. They may also take advantage of meager economic conditions and hire local persons to move materials, conduct menial tasks, or act as observers and informants to protect their operations.

2-123. Army LE conducting L&O and other military police functions are alert to criminal activity that may indicate the presence of organized criminal or terrorist elements. Information and evidence collected by military police Soldiers can lead to criminal investigations by USACIDC SAs or other military criminal investigative agencies, resulting in the disruption of criminal activities and the prosecution of offenders. Within expeditionary environments, collected information and evidence can also feed the operations process and enhance the commander's situational understanding, leading to targeting actions to eliminate or mitigate threats.

War Crimes, Genocide, and Crimes Against Humanity

2-124. War crimes, genocide, and crimes against humanity will be major triggers for the authorization of a U.S. Army deployment. However, one of the challenges for conducting L&O operations will be the extent of LE involvement in the process of investigating such offences. Crimes that have taken place before the deployment of U.S. forces and serious crimes committed in the postconflict environment are intrinsically linked.

2-125. USACIDC SAs investigate war crimes, genocide, and crimes against humanity for eventual prosecution. The ability of domestic LE and judicial authorities to investigate and try offenders that fall below threshold levels set by an international body (such as the International Criminal Court) with any level of credibility is likely to be absent for a significant period of time. It is inevitable that forces will encounter crimes by finding potential crime scenes (such as mass graves), receive details of alleged atrocities and suspected war criminals, or arrest individuals for alleged crimes. The swift investigation of alleged crimes at every level is of paramount importance to deter and stabilize an ethnically charged society and establish and maintain a safe and secure environment.

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Chapter 3

Police Station Operations

The L&O function encompasses the policing and associated LE activities required to control and protect populations and resources and facilitate the existence of a lawful and orderly environment. L&O operations are conducted in all environments supporting full spectrum operations—from support to posts, camps, and stations to supporting contingencies, ranging from humanitarian operations to MCO.

MISSION COMMAND OF ARMY LAW ENFORCEMENT ASSETS

3-1. Military police L&O operations are relevant across the spectrum of conflict. L&O operations are focused internally to assist commanders in policing their own ranks and externally to support civil security and civil control lines of effort. At home stations, military police conduct LE and policing tasks to maintain orderly and secure environments that enable commanders to protect and generate combat power during training, deployment, and redeployment tasks associated with Army force generation requirements in support of full spectrum operations. In support of contingencies, military police conduct L&O-focused internal efforts to maintain good order and discipline within U.S. military bases; L&O-focused external efforts establish or maintain civil control and the rule of law within an HN population. In extremely unstable environments, L&O operations may be limited to shaping operations, missions that enable the establishment of civil security settings and conditions for more deliberate LE support to be executed during stability operations.

3-2. Deliberate LE operations require organizational structure and technical and tactical capabilities specifically focused on LE and policing activities, provisions of due processes, and support to the rule of law. This structure and the required capabilities are managed within the construct of police station operations.

3-3. The command and control structure for Army LE assets depends on the specific OE and mission set. Mission command of military police L&O assets is determined primarily on whether L&O operations are focused internally to police U.S. military personnel and resources or externally to support civil control efforts and provide stability and the rule of law for an HN population. The mission command of Army LE assets also depends on whether the mission is conducted in support of posts, camps, and stations; within an expeditionary environment; or within the context of a civil support mission.

LAW AND ORDER IN SUPPORT OF FRIENDLY FORCES

3-4. L&O operations conducted to maintain order and enforce laws on posts, camps, and stations are typically supervised and controlled by a PM, through the LE operations center and the PMO, working within the directorate of emergency services structure. The PM and the director of emergency services work directly for a garrison commander to support base operations within their AO. The director of emergency services, through the PM, ensures the execution of LE according to the garrison commander's priorities and in support of base protection efforts. The PM, through the director of emergency services, is responsible for advising the garrison commander on all L&O operations. As the chief LE officer, the PM provides the commander with professional and technical advice concerning L&O objectives, policies, and directives. The commander approves the degree of L&O needed to support order and discipline for ongoing military operations. The PM advises the commander on the means and methods needed to achieve the commander's priorities and/or requirements. The PMO in these instances typically requires augmentation by military police units assigned to the base. These military police Soldiers remain under the command of their parent organization, but are under the operational control of the PM when conducting LE functions.

Note. The military police officer serving as the PM responsible for L&O operations may simultaneously serve as the director of emergency services. In these cases, the PM or director of emergency services will serve as the senior LE officer and maintain responsibly for all emergency services within the directorate.

3-5. When supporting U.S. bases within an expeditionary environment, L&O operations are typically conducted under the mission command of the senior military police commander. In these cases, after the theater of operations has matured to a point where dedicated L&O support to U.S. forces is required, an L&O detachment can be deployed to conduct L&O operations in support of the base. The detachment generally operates under the mission command of a military police brigade or battalion commander who, in turn, supports the mission commander responsible for the supported base. The L&O detachment requires augmentation from other military police units, depending on the mission variables. This augmentation will normally be provided from military police platoons and companies assigned or attached to the military police brigade or battalion commander responsible for the L&O mission.

3-6. In some cases, an L&O detachment may be deployed to provide L&O support to a geographic combatant commander with numerous bases of operation within the AO. In these cases, the L&O detachment will typically be located at the largest base; and military police platoons and companies will be tasked to establish military police substations for providing L&O support to outlying bases within the AO. The L&O detachment will provide these military police substations with police administrative support for processing and maintaining police records. The L&O detachment will also provide other technical capabilities (traffic operations, MPI, and physical security) to the military police substations as required.

3-7. The military police platoon organic to a BCT can provide limited L&O support to the commander within the BCT AO. This support is extremely limited due to the capability and size constraints of the military police platoon. As the theater of operations matures, the BCT will operate from a base of operations and receive general L&O assistance from the L&O detachment supporting the base.

LAW AND ORDER IN SUPPORT OF HOST NATION POPULATIONS

3-8. Functional mission command of military police forces performing L&O operations in support of an HN population is provided by three primary echelons of military police headquarters units—the military police command, the military police brigade, and the military police battalion. Each echelon has a staff that enables the commander to exercise mission command of military police organizations conducting L&O and other military police functions. Although military police companies are not typically listed as headquarters elements, it is important to understand that the military police company headquarters may fill the role of the senior military police headquarters in support of a unit (normally when task-organized within a BCT). While the military police company lacks the staff of other military police headquarters, it may still be called upon to provide a limited, but necessary, headquarters role and associated mission command functions of subordinate military police platoons. (For specific information regarding the capabilities of these headquarters units, see FM 3-39.)

3-9. Military police organizations (brigades, battalions, companies, and platoons organic to BCTs) prepare for and conduct L&O support to establish and maintain civil control operations by operating in a decentralized manner typical of full spectrum operations. These military police elements, whether operating within a military police brigade mission command structure or a BCT as a multifunctional brigade, division, or corps, will conduct L&O operations in support of their higher headquarters mission and commanders intent. Decentralized execution allows the commander to direct L&O operations, as required, to establish and maintain order and civil control within their AO based on specific mission variables. As the AO matures and stabilizes, and operations transition to focus on establishing HN police capability and capacity across the entire theater of operations, L&O operations will typically be centralized under the command and control of a military police brigade or battalion (depending on the size of the operation).

3-10. Centralized execution is better for managing scarce resources, especially those that can produce effects throughout the AO. It may also be necessary to mass effects decisively in some cases. Centralized execution is also suitable for operations in which greater than normal coordination—within the force or with other Services' or nations' forces—is involved (see FM 6-0). The centralization of HN police

development and training ensures the consistent application of policing across the entire corps or theater AO. A military police brigade or battalion exercising mission command over all military police elements performing HN police support ensures that the HN police organization receives consistent training, policy, and operational guidance and support. This consistency is critical to establish and maintain public support and legitimacy. Chapter 7 addresses military police support to HN police.

3-11. When L&O operations are not centralized within a functional military police structure, military police technical channels are critical to ensure that L&O activities are coordinated and synchronized; the consistent application of LE and police training, policies, operational guidance, and support must cover the entire corps or theater AO. The negative impact of unsynchronized and inconsistent application of L&O operations and efforts to build HN policing capability across an AO can have significant strategic implications and cause major delays in operational benchmarks for success. When extensive and long-term military police technical capabilities and uniform effects are required across an AO, military police brigade assets and associated mission command networks and systems specific to military police operations are required to ensure the technical oversight, synchronization, coordination, and consistent application of military police capabilities. This is especially true when stability operations are dominant within the AO. (See FM 3-39 for additional information on considerations for the centralized and decentralized execution of military police capabilities.)

U.S. ARMY CRIMINAL INVESTIGATIONS COMMAND ASSETS

3-12. Mission command of USACIDC SAs conducting LE operations is retained within the USACIDC command structure. The headquarters and headquarters detachment military police group (criminal investigation division) provides mission command, staff planning, policy and technical guidance, supervision of operations, administrative support, and legal advice and guidance for all USACIDC elements in its assigned AO. The headquarters and headquarters detachment military police group (criminal investigation division) is assigned to the headquarters USACIDC and provides support to the Army service component command or combatant commander. Other USACIDC organizations include—

- The headquarters and headquarters detachment, military police battalion (criminal investigation division). The battalion provides supervision of operations of subordinate USACIDC elements.
- USACIDC elements which provide USACIDC operations in their assigned AO.

Note. In some instances, USACIDC personnel may be placed under the mission command of a multifunctional commander to provide specific LE technical staff advisory support (such as support associated with the LE professionals program). FM 3-39 provides additional information regarding the LE professionals program.

MANAGEMENT OF POLICE INFORMATION

3-13. Police information management is an ongoing activity integrated throughout all LE operations. The military police, PM, or the USACIDC operations officer is responsible for the management of police information, including integrated police intelligence activities and products produced in support of L&O operations. While the responsibility to provide oversight and management of police information typically resides with the operations officer, all Army LE personnel, including police intelligence analysts and associated staff, must understand the legal and regulatory requirements for handling and sharing LE information. Military police and USACIDC personnel—

- Collect information from a wide variety of sources. The collected information must be reported as soon as possible through the operational chain to the L&O or echelon operations section, as appropriate, for processing by police intelligence personnel.
- Collaborate to develop effective police networks and databases.
- Provide information, police intelligence, and mutual support to other agencies and organizations to enable the targeting, collection, and interdiction of criminals and criminal activities.
- Provide appropriate information to the general public to aid in crime prevention and other LE efforts.

3-14. During contingency operations overseas, police information can greatly enhance situational understanding. It feeds the Army operations process and associated integrating processes (intelligence preparation of the battlefield; targeting; intelligence, surveillance, and reconnaissance; synchronization, composite risk management, and knowledge management). Police information may be restricted to LE personnel, typically when concerning LE operations within the United States or in cases outside the United States involving U.S. persons.

3-15. Information or police intelligence that must be retained within LE channels to protect information, sources or ongoing investigations is characterized as LE-sensitive. The term *law enforcement sensitive* is used to classify information or intelligence that is obtained for, processed through, or managed by LE organizations. It is essential that data is restricted to LE channels, unless otherwise directed by competent authority managing police information (see ATTP 3-39.20). Distribution restrictions must be understood by the producers and the recipients of disseminated police information or police intelligence. At times, products may contain data drawn from multiple unclassified sources. These products may—

- Remain unclassified.
- Receive a distribution caveat of *Law Enforcement Sensitive* or *Sensitive but Unclassified*.
- Receive a classified restriction when warranted.

3-16. Classifying or designating a document or data as LE sensitive may be required to protect an informant or LE source; a monitoring capability; tactics, techniques, and procedures for gathering police information; or other classification criteria. It may be possible to prevent the creation of a classified product simply by protecting the manner in which the information was collected or processed. In the event that a product requires classification, immediate action should be taken to ensure that the classified data or document is properly stored to prevent unauthorized access or the compromise of information or intelligence. Personnel should conduct coordination with the local offices responsible for computer network defense and security issues to ensure that security requirements are maintained.

3-17. An increased emphasis on information sharing and networking among police agencies and advances in database technology have resulted in the development and expansion of information networks accessible by LE organizations. Army LE personnel continue to access the National Crime Information Center database (managed by the FBI). There are also numerous databases containing criminal threat information from the Department of Homeland Security, FBI, and other U.S. Department of Justice systems.

LEGAL CONSIDERATIONS

3-18. There are strict legal and regulatory constraints on storing information about U.S. persons. The supporting SJA should be consulted to ensure that data storage is in compliance with applicable laws and regulations. Specific regulations, statutes, and other directives relevant to collecting and managing police information include—

- AR 190-24.
- AR 190-45.
- AR 195-2.
- AR 381-10.
- AR 525-13.
- DOD 5240.1-R.
- DODD 2000.12.
- DODD 3025.15
- DODD 5200.27.
- DODD 5240.01.
- DODD 5525.5.
- DODI 2000.16.
- Executive Order 12333.
- 5 USC 522a (Privacy Act of 1974).

3-19. To ensure law compliance, military police and USACIDC staff and LE personnel must understand applicable statutes, regulations, directives, and orders pertinent to managing LE information. Military police and USACIDC personnel collect, analyze, store, and disseminate information and police intelligence during the conduct of LE operations. These activities are conducted within the guidelines and constraints established by national and international laws, federal statutes, DA directives and regulations, and applicable status-of-forces agreements. (See ATTP 3-39.20 for more information on managing police information and police intelligence.)

ARMY LAW ENFORCEMENT INFORMATION MANAGEMENT SYSTEMS

3-20. The Automated Criminal Investigation/Criminal Intelligence Reporting System (ACI2) and COPS are DOD proprietary automation systems. USACIDC employs the ACI2 as the standardized information system for documenting USACIDC case information, assessments, and criminal intelligence. AR 190-45 mandates the use of COPS by Army military police for LE operations. This system provides a standardized database and reporting system for military police reports. COPS and ACI2 are secure systems for unclassified LE-sensitive information. Civilian LE agencies cannot access COPS or ACI2.

Automated Criminal Investigation/Criminal Intelligence Reporting System

3-21. The ACI2 supports Army criminal investigation operations, is accredited for unclassified LE-sensitive operations, and uses private, network-based software applications. USACIDC personnel can access ACI2 within USACIDC facilities and remotely (when required). Scheduled reports and ad hoc queries enable USACIDC SAs to conduct data mining relevant to criminal investigations and threat assessments. ACI2 supports numerous USACIDC operations and reports that include—

- Reports of investigation.
- Criminal alert notices.
- Criminal intelligence reports.
- Terrorist information and threat reports.
- Forensic laboratory reports.
- Crime prevention surveys.
- Drug suppression surveys.
- Criminal activity threat assessments.
- Economic crime threat assessments.
- Logistical security threat assessments.
- Port vulnerability assessments.
- Registered source reports.

Centralized Operations Police Suite

3-22. The COPS is an information management system supporting worldwide military police operations. It combines LE reporting and database requirements into a single standardized system. It is accredited for unclassified LE-sensitive operations and uses a virtual private network and Web-based operations. The current applications found within COPS include—

- The Vehicle Registration System.
- The Military Police Reporting System.
- The Army Correctional Information System.
- The Detainee Reporting System.
- Applications (daily activity LE reports [blotter], military police reports).

3-23. A major component of the COPS database is the ability to provide real-time information. The COPS provides military police access to automated police records from a centralized database, thus allowing authorized users to conduct queries. Name queries can return limited criminal arrest history data from Army-wide military police records. The available data can be critical to military police L&O operations

and the safety of military police performing LE duties, allowing rapid access to historical data pertaining to specific individuals from any Army installation.

3-24. The capabilities afforded by the COPS allows for a quick compilation of statistics based on the query input. The COPS is capable of supplying a significant amount of statistical data to military police staffs, commanders, and PMs conducting LE operations. This data can be manipulated to identify trends, patterns, and associations that enable effective resource allocation to address specific crime problems or other areas of concern and to forecast future requirements. (See ATTP 3-39.20 for more information on police intelligence operations.)

NON-ARMY LAW ENFORCEMENT INFORMATION SYSTEMS

3-25. When conducting L&O operations in support of HN police agencies or maneuver unit operations targeting populations other than U.S. personnel, information and police intelligence collected by military police and USACIDC personnel may be shared within the U.S. military or with HN police, security personnel, or others that require the information. These information systems may be Army systems or other information systems. Access to local, theater, DOD, non-DOD, and commercial databases can provide valuable information-sharing capabilities. A validated Defense Intelligence Agency customer number (acquired by the appropriate level intelligence staff section), in combination with Secret Internet Protocol Router Network and Joint Worldwide Intelligence Communications System connectivity, is required to establish access to most online databases. Database access is typically accomplished through unit or agency homepages via the Secret Internet Protocol Router Network and the Joint Worldwide Intelligence Communications System.

Distributed Common Ground System–Army

3-26. The Distributed Common Ground System–Army provides a netcentric; enterprised intelligence, surveillance, and reconnaissance; and weather, geospatial engineering, and space operations capability to organizations of all types, at all echelons—from battalion to joint task force levels. Distributed Common Ground System–Army provides the capabilities necessary for commanders to access information from all data sources and to synchronize sensors. Distributed Common Ground System–Army provides continuous access to, and synthesis of, data and information from joint and interagency capabilities, multinational partners, and nontraditional sources. These capabilities allow forces to maintain an updated and accurate awareness of the OE.

3-27. Criminal information related to U.S. persons will typically be stored within secure LE-only systems. LE-related information obtained by military police or USACIDC elements regarding non-U.S. persons is not typically required to be retained within secure LE-only systems, allowing it to be populated into tactical databases (such as the Distributed Common Ground System–Army). This information can be a significant enabler for U.S. military staff and commanders to enhance situational understanding, targeting, and information collection priorities. Distributed Common Ground System–Army facilitates the rapid conduct of operations and the synchronization of all warfighting functions. This capability enables commanders to operate within the threat's decision cycle and shape the environment for successful follow-on operations. The Distributed Common Ground System–Army core functions are—

- Receiving and processing select intelligence, surveillance, and reconnaissance sensor data.
- Facilitating the control of selected Army sensor systems.
- Facilitating intelligence, reconnaissance, and surveillance synchronization and integration.
- Facilitating the fusion of information from multiple sensors.
- Enabling the distribution of friendly, threat, and environmental (weather and terrain) data information and intelligence.

Automated Database and Analytical Applications

3-28. Numerous database applications are available to Army LE that are not exclusive to the LE community. These applications include automated databases with powerful analytical capabilities that can be used to aid Army LE in identifying trends, patterns, and associations relevant to individual crimes, criminals, and criminal organizations. These software applications can be used to populate large amounts of

data for analysis, prepare reports, and produce LE products (to include police intelligence). (See ATTP 3-39.20 for more information on automated database and analytical software capabilities.)

Geographic Information System

3-29. GIS can be extremely helpful to Army LE. GIS software may be used by Army LE, typically the police intelligence analyst within the operations section, to conduct a geographic distribution analysis through layered graphics, blended geographic data, and descriptive information to map places, events, and criminal incidents to identify patterns and associations.

3-30. There are numerous commercial and DOD GISs to assist Army LE in organizing, analyzing, and producing geographic data and products. These tools are useful and have the capability of providing layered, three-dimensional images of specific areas of interest. Data can be imported from an existing database or manually input into the GIS. Data for ongoing operations must be continuously updated to ensure that current and accurate data is used. GIS tools enable layering of informational data on top of terrain to provide a more accurate picture of the AO or a specific target. These capabilities are especially useful in support of operations in dense urban areas. A GIS can be used to—

- Portray the effects of terrain on operations. For example, a GIS can produce a three-dimensional image of a target building for rapid analysis and decisionmaking where an LE raid or SRT mission is planned.
- Map and analyze criminal activity and associated structures and locations, aiding the identification of trends, patterns, and associations, including—
 - Identifying high-risk areas (areas at high risk for ambush, kidnapping, assassination, and improvised explosive device threats).
 - Identifying hot spots for focusing LE patrol and crime prevention efforts.
 - Depicting criminal activity and emerging patterns facilitating geographic profiling to predict potential criminal or disruptive activity.
 - Displaying locations of connected crimes or activities, enabling the determination of probable areas of bases of operation, offender residences, or other key locations.
- Plan for emergency response to mission-essential vulnerable areas or high-risk targets.
- Plan for traffic control measures, including traffic control points, communications nodes, supply and refuel points, and road conditions.
- Plan for traffic control activities during disaster operations or special events.

Host Nation Law Enforcement Databases

3-31. When U.S. forces partner with HN forces, especially as their capability increases and operations are transitioning to HN control, information sharing is required. Military police and USACIDC personnel conducting HN police development and transition activities may provide LE information collected on HN personnel to HN police and security elements for inclusion in their databases. Great care must be taken to ensure that the information provided is synchronized with U.S. military and other friendly elements operating in the AO to ensure that the information provided to HN police and security elements does not compromise U.S. and other friendly operations.

MEASURES FOR ESTABLISHING AND MAINTAINING LAW AND ORDER

3-32. Military police conduct L&O operations to support a commander's efforts to maintain order and discipline, thus protecting combat power and enabling freedom of action. L&O operations and associated activities are critical to the commander's antiterrorism program (see AR 525-13). Military police also conduct L&O operations to enable the establishment of civil control and a functioning criminal justice system supporting HN populations. It is the responsibility of the PM or senior military police commander tasked with the LE mission to develop measures to enforce these requirements. The same measures can be applied when conducting L&O to establish and maintain civil control within the HN population during stability operations. The PM or senior military police commander establishes L&O measures to—

- Enforce compliance with policies, directives, and applicable laws by the U.S. military community or HN populace.
- Prevent or mitigate illegal or disruptive activity.
- Respond to emergencies.
- Educate the populace.

3-33. These measures are integral to the L&O function and can be generally aligned within three categories: LE, physical security, and crime prevention. While these categories serve as general descriptors, it must be understood that activities within the separate categories are mutually supporting and are rarely conducted as a singular effort. They are most effective when conducted in a synchronized and integrated manner, producing a layered approach to security and LE supporting U.S. or supported HN assets. The intent of LE, physical security, and crime prevention measures are to prevent, detect, and respond to crime and criminal activity. LE measures are focused on the enforcement of laws through preventive patrolling, response to criminal activity, and LE investigations. Physical security includes measures designed to safeguard personnel; prevent unauthorized access to equipment, installations, material, and documents; and safeguard against espionage, sabotage, damage, and theft (see ATTP 3-39.32). ***Crime prevention is the anticipation, recognition, and appraisal of a crime risk and the initiation of some action to remove or reduce it. It is a direct crime control method that applies to before-the-fact efforts to reduce criminal opportunity, protect potential human victims, and prevent property loss.*** Crime prevention measures seek to—

- Educate the populace to encourage appropriate attitudes and actions conducive to preventing or mitigating criminal activity.
- Anticipate crime-conducive conditions and eliminate or reduce opportunities and incentives for criminal acts to occur.

3-34. There are numerous LE, physical security, and crime prevention measures that can be implemented. L&O operations in support of home station locations are typically very thorough and well established within Army LE organizations and the military community in general. LE, physical security, and crime prevention measures in other OEs may be more limited or restricted, depending on the maturity of the AO, the specific security considerations for the AO, and whether the location will be enduring. Army LE personnel must consider mission and operational variables, local and international laws, status-of-forces agreements, and cultural norms of the OE.

LAW ENFORCEMENT MEASURES

3-35. LE measures include all activities employed in an effort to enforce laws and regulations within an AO. They support command efforts to maintain good order and discipline within their formations, protect personnel and resources, and maintain and generate combat power. LE activities are conducted by military police Soldiers, USACIDC SAs, and supporting LE personnel; these personnel require technical training and certification to perform LE operations. Although LE activities focus primarily on enforcement measures, criminal investigations, and supporting tasks, many activities serve multiple purposes. For example, LE patrolling is a key enforcement activity that also serves a major crime prevention role. LE activities and methods will be discussed in greater detail later in this chapter. LE-specific activities include—

- Police station operations.
- LE patrolling.
- Traffic enforcement operations.
- Criminal investigations.
- Employment of forensic and biometric capabilities.
- Detention cell operations.

PHYSICAL SECURITY MEASURES

3-36. Comprehensive and consistent physical security practices are vital to protect Army personnel and resources by mitigating or eliminating crime-conducive conditions. The protection of physical resources

ensure a commander's ability to maintain combat power. The PMG is the proponent for the Army's Physical Security Program, in which military police play a key role. While military police are heavily involved in physical security measures on a continuous basis, the physical security of Army property is the responsibility of every commander, Soldier, and DA civilian entrusted with the care and stewardship of that property. Physical security standards are established to assist Army personnel in providing adequate security for Army resources. Minimum physical security standards and guidelines are found in—

- AR 190-11.
- AR 190-13.
- AR 190-16.
- AR 190-51.
- AR 190-54.
- AR 190-58.

3-37. Physical security includes a wide variety of measures, employed together to create a full-dimensional, integrated, layered, redundant, and enduring defense (the principles of protection) against criminal or other threats. This includes measures that support the five forms of protection—prevention, deterrence, passive defense, active security, and restoration (see FM 3-37 for a detailed description of the principles and forms of protection). ATTP 3-39.32 includes detailed information on the implementation of physical security measures, including—

- Site design to enhance security.
- Protective barriers.
- Physical security lighting.
- Electronic security systems.
- Security locking systems and key control.
- Security force planning.
- In-transit security procedures.
- Physical security inspections, surveys, and assessments.

3-38. Specially trained and credentialed military police Soldiers and DA civilians conduct physical security inspections and assessments to determine vulnerabilities, criticalities, and appropriate safeguards to protect the command, its personnel and materiel, and other assets (such as critical infrastructures). These inspections and assessments are typically conducted in support of posts, camps, and stations and at mature bases within expeditionary environments. At posts, camps, and stations, a physical security office within the organization of the PMO provides general support to units, activities, and facilities within the AO. As the AO matures within expeditionary environments, physical security teams deploy with L&O elements to provide this necessary support. In OEs where credentialed physical security personnel are not available, military police elements provide basic physical security support in the AO. While not all military police Soldiers are trained as physical security inspectors, all military police units typically have some capability to assist commanders and provide advice on physical security-related issues. They can also use military police technical channels to obtain assistance when needed.

3-39. Physical security measures are applied to all Army property and personal property of Army personnel. Increased security measures are applied to sensitive items (arms, ammunition, and explosives; controlled substances within medical treatment facilities; motor pools, logistical warehouse facilities, or other facilities where there is a high concentration of equipment, supplies, or other pilferable items. Many of these areas will be provided with alarms; military police are typically responsible for alarm monitoring and response to these areas. Military police respond to these areas when a crime is committed or when alarms indicate a crime may be in progress; however, the day-to-day physical security responsibility falls on the Army personnel responsible for the property being secured. Military police are typically responsible for access control to posts, camps, stations, mature bases, and other critical facilities (when directed). They are also heavily involved in RAM conducted as part of a holistic security plan for these types of locations.

Access Control

3-40. A critical aspect of the security posture of any post, camp, station, or base of operation is access control. The purpose of access control is to prevent unauthorized access by personnel and vehicles, including criminals or other threats. Access control is not an LE function and, therefore, it does not require military police Soldiers or DA civilians to conduct access control tasks. However, access control is an integral part of the overall security plan of any post, camp, station, or base of operation. On posts, camps, and stations, access control is typically the responsibility of the PM conducting L&O in support of the base. In many instances, access control is performed by specially trained security guards, whose sole focus is access control. These personnel will typically fall under the command and control of the PM or senior military police commander to ensure coordination and synchronization of access control and LE activities. Vigilant access control, combined with aggressive LE patrolling, deters attempted attacks against installations.

3-41. Access control activities are conducted while maintaining optimum vehicular flow and pedestrian traffic. Access control is the first visible line of defense to identify and prevent threats from entering a controlled AO and mitigating associated vulnerabilities to those threats. These activities enhance the overall protection posture while minimizing the impact on normal operations. Access control measures are tightened or relaxed based on threat levels and associated force protection condition levels. Force protection condition levels are established in a graduated scale based on available intelligence and the relative risk of attack. In mature bases and at posts, camps, and stations within the United States, access control procedures are addressed in the installation access control plan. ATTP 3-39.32 and TC 19-210 provide detailed information on access control activities and other physical security TTP.

3-42. In expeditionary environments on bases that have matured to a level requiring dedicated military police L&O support, the senior military police commander can assume responsibility for the access control function; however, the responsibility for access control may be retained under the control of the base commander. Regardless of the command, access control must be synchronized with LE elements supporting the base to ensure a seamless security posture. LE elements and security elements conducting access control must be in constant communication to enable a synchronized response to threats and to avoid possible fratricide.

Random Antiterrorism Measures

3-43. RAM program activities are implemented according to AR 525-13; this involves implementing multiple security measures in a random fashion to change the appearance and activities of security personnel and resources employed to secure a base, facility, or activity. Units are required by regulation to employ year-round RAM as part of their antiterrorism program. Commanders responsible for a military base or activity implement RAM based on staff recommendations and current threat assessments. RAM are typically recommended by the base antiterrorism officer, with input from the PM or military police commander providing base L&O support; most RAM at this level are implemented by police and security personnel and are documented and maintained on file for review. Typical RAM may include—

- Placing or moving barriers.
- Establishing or changing exclusion areas for standoff.
- Changing access requirements, which may include—
 - Implementing multiple picture identification requirements.
 - Increasing escort or sponsorship requirements.
 - Implementing bag and vehicle searches.
- Increasing security or LE patrols.
- Setting up static checkpoints or moving them which may include—
 - Modifying gate, building, or other access points.
 - Establishing single points of entry into key facilities.
 - Closing specified gates or converting to one-way ingress or egress points.

CRIME PREVENTION MEASURES

3-44. Crime prevention measures, like physical security measures, are conducted by all Army personnel. Even though military police play a large role and participate heavily in many crime prevention programs, crime prevention should be recognized as a commander's program rather than a military police program. Crime prevention efforts can also be established within HN communities to develop community involvement and a sense of ownership by the HN community and leaders. Community crime prevention councils or boards with representation from groups and organizations across a community (at a military base or in an HN community) can be very effective for disseminating crime prevention-related information and establishing awareness across the community or AO (appendix F contains specific information regarding crime prevention programs and their implementation). Using community-based forums to promote crime prevention efforts—

- Provides representatives from all major segments of the population with a forum where they can provide feedback regarding crime prevention initiatives and identify criminal problems that are of the greatest threat and concern to them.
- Allows representatives of all major organizations or groups to review the available options to counter a crime and select the level of resource commitment that is compatible with capabilities and internal priorities.
- Increases the probability of participation, thus ensuring that the resources of the entire community are mobilized to attack the problem.

3-45. Police intelligence products (crime statistics, predictive analysis) can be critical enablers to many crime prevention efforts. These products can help identify specific areas of concern and focus efforts. Military police personnel have the expertise to analyze data, identify major problems, and develop lists of possible countermeasures. Many crime prevention programs (Drug Abuse Resistance Education [D.A.R.E.SM], Gang Resistance Education And Training [G.R.E.A.T.TM], McGruff the Crime DogSM) are tightly controlled and require specific training for military police personnel conducting the programs. Others require less formal training, but can still produce positive results when appropriate emphasis is applied. Crime prevention measures can include—

- Preventive patrolling.
- Community-based activities (neighborhood watch programs, other organizations focused on community improvement and responsibility).
- Public initiatives that promote—
 - Engraving or indelibly marking property for ease of identification.
 - Locking or otherwise securing personal property.
- Graffiti eradication efforts.
- Juvenile programs, including—
 - D.A.R.E.
 - G.R.E.A.T.
 - McGruff the Crime Dog.
 - Police explorer programs.
 - After-school activity programs.
- Police engagement with the community.
- Public relations programs and awareness campaigns.
- Crime prevention education programs for—
 - Workplace crime prevention.
 - Military units.
 - School faculty.
- Crime tip lines.
- Environmental design for new construction or renovation projects.
- Crime prevention and residential security surveys.

LAW ENFORCEMENT ACTIVITIES AND METHODS

3-46. LE operations include numerous distinct activities performed in an effort to maintain order, protect personnel and equipment, enforce laws and regulations, apprehend offenders, and investigate crimes. Though focused on LE-specific activities, they include elements that synchronize, integrate, and conduct LE-specific and complementary physical security and crime prevention tasks. Police station operations comprise the activities and capabilities required to organize, plan, direct, and control LE and policing assets.

POLICE STATION OPERATIONS

3-47. Within military and civilian policing, the police station is the hub of all police operations. The military police station provides the base for all LE communications, planning, patrol operations, investigations, employment of specialty capabilities, temporary detention of subjects, and logistic and administration support specific to L&O operations. Military police must be familiar with the basic requirements of a functional police station to understand police station operations. These capabilities will be found within military police and civilian HN structures. Military police and USACIDC should understand that within HN police station structures, these capabilities may be organizationally aligned differently and may contain variant command and control structures; however, the capability should be available for the efficient conduct of LE and policing operations.

3-48. Military police stations providing L&O support to U.S. military posts, camps, and stations will typically have elements not required in stations supporting civilian populations. All military police stations require an operations section to provide planning and direct oversight to the police station and associated personnel and resources. The various sections and capabilities required for effective LE and policing activities are under the control of the operations section. The operations section and subordinate L&O capabilities are typically provided by an L&O detachment and associated modular teams (see chapter 2 for a description of the L&O detachments and associated L&O capabilities).

3-49. Military police Soldiers and leaders must be thoroughly familiar with basic police station operations requirements. These requirements are relevant, whether performing L&O operations in support of posts, camps, and stations or building HN police capability and capacity in support of contingency operations. There are several requirements and capabilities that are typically found in all police station operations. The relative size of the individual capability elements depends on the size of the organization or AO to be supported, resource constraints, and other environmental factors. The minimum elements required for any police station to conduct effective LE and policing operations must include—

- An LE operations section.
- A police desk section.
- LE patrol capability.
- Criminal investigations capability.
- A traffic enforcement and investigations section.
- A police administration section.
- Logistics and supply capabilities.
- A police training element.

Law Enforcement Operations Section

3-50. The operations section provides oversight and control of the L&O mission and all elements and resources of the organization engaged in L&O operations, including those shown above. The operations section conducts near-term and long-range planning for the organization, produces tasks and operations orders for L&O elements, and coordinates with other military and civilian agencies.

3-51. These functions will typically be performed by the military police brigade or battalion S-3 within expeditionary environments during the early stages of deliberate L&O missions associated with stability operations. For missions supporting U.S. forces, this function will typically be assumed by a deployed L&O detachment attached to a military police battalion or brigade commander. During missions in support of HN civil control efforts, military police brigades and battalions will retain the mission as the theater

matures but will typically require augmentation by L&O detachments and other modular L&O elements. In addition, the operations section provides oversight for—

- Evidence custodian and evidence storage, to include impound lots.
- Emergency response requirements.
- Special-event planning and execution.
- Coordination of police engagement activities.
- Shift change and guard mount briefings.
- Patrol debriefings.
- Police intelligence activities.

Police Desk Section

3-52. The police desk section is responsible for managing the communications and task assignments for available L&O assets. The desk section works under the direct control and supervision of the LE operations officer within the operations section. The desk operations section includes, at minimum, a desk sergeant and a radio and telephone operator. For larger operations, multiple desk sergeants and communications personnel may be required. These larger operations may also require the addition of an administrative clerk to support production of the police blotter and a watch commander to provide overall supervision when the span of control exceeds the capability of a single desk sergeant. The desk section receives all incoming calls for police assistance and is typically the first point of contact the public has with a police organization. The desk section prioritizes the employment of resources and assigns tasks appropriately, initiates notifications (when required), reviews the initial case work of LE patrols, and produces the police blotter. The desk section also—

- Conducts alarm monitoring.
- Controls detained personnel and associated detention cell requirements.
- Maintains police journals to document police activities and contacts.
- Provides information to LE patrols and other support personnel.
- Accesses LE databases and reporting systems (the National Crime Information Center, COPS).
- Performs maintenance on breath analysis equipment required for cases involving driving under the influence or other alcohol-related incidents.
- Maintains key control.
- Performs station security.

Law Enforcement Patrol Section

3-53. The LE patrol capability within a police station provides the baseline patrol and initial response capability within an assigned AO or jurisdiction. The patrol section within military police operations is typically manned by military police Soldiers from supporting military police companies or BCT platoons augmenting the military police commander, the PM, or the L&O detachment responsible for the L&O mission. In these cases, the military police operations section must coordinate support to ensure that adequate manpower is available. This section can be supported with civilian DA police assets on some posts, camps, or stations within the United States. Within a civilian agency, the LE patrol capability will typically be an organic asset of the civilian LE organization.

Criminal Investigations Section

3-54. The investigations section conducts criminal investigations of identified criminal activities. These investigators typically conduct follow-on investigations (when required based on the offense, the severity of the crime, and the evidence available) following the report of a crime and the initial response by LE patrols. When warranted, criminal investigations can be initiated by criminal investigators without an initial response by an LE patrol. LE personnel assigned to the investigations section require specialized and extensive training to conduct criminal investigations.

3-55. Within many civilian police agencies, investigators are referred to as detectives or SAs. Within military police organizations, minor criminal investigations are conducted by assigned MPis. MPis are

typically assigned to the military police investigations team within an L&O detachment, although limited capability exists within military police companies and platoons. Serious crimes are investigated by USACIDC SAs. USACIDC SAs operate within the USACIDC chain of command.

3-56. The investigations section, in support of criminal investigations and the L&O mission, conducts activities, including—

- Interviews and LE interrogations.
- Crime prevention activities and surveys.
- Case reviews.
- LE surveillance operations.
- Legal coordination.
- Evidence collection and preservation.
- Drug suppression activities.

Traffic Enforcement and Investigations Section

3-57. The traffic enforcement section provides specialized patrols that conduct activities focused on maintaining the safety of public roadways, enforcing traffic laws, investigating traffic accidents, and working to mitigate traffic problems due to traffic congestion, accidents, and emergency situations. LE personnel assigned to the traffic section require specialized training to conduct traffic investigations and enforcement. The traffic section also conducts—

- Traffic studies.
- Special-event planning and support.
- Traffic control directional and warning signage.
- Checkpoints.

Police Administration Section

3-58. The police administration section provides critical support capabilities required by LE agencies. This section typically manages automation systems and access requirements for the organization, but also—

- Manages and allocates case file numbers and monitors cases for administrative completeness and accuracy.
- Conducts processing, storage, and backup of police reports.
- Distributes police reports (as appropriate) and ensures that the distribution is controlled and conducted within legal and regulatory constraints.
- Conducts liaison with the court system.
- Produces police-related correspondence as required.

Logistics and Supply Section

3-59. A logistics section is critical to any police operation. Within military police and USACIDC organizations, this capability is provided by an organization's supply and logistics staff officer section. This section is responsible for ensuring that LE and support elements have the required equipment and supplies to perform their missions. These requirements can range from vehicles and radios to paper and cleaning supplies.

3-60. Ongoing LE operations require extensive amounts of expendable administrative and routine policing and investigations supplies. These supplies include—

- Evidence collection materials.
- Biometric collection equipment and materials.
- Personal-protective equipment and other safety-related equipment, materials, or supplies.
- Communications equipment.

- Vehicles equipped for police operations. LE operations also inherently require large volumes of fuel and other petroleum supplies, in addition to extensive vehicle maintenance and repair capabilities.
- Special-response equipment.
- Speed-measuring devices.
- Emergency lighting.
- Canine-related equipment, food, shelter, and protection items.

3-61. A myriad of other materials may also be required. Planners should identify ongoing logistical requirements early and develop and coordinate an appropriate military police support plan.

Training Section

3-62. A training capability is critical to any police organization. The training capability within military police and USACIDC organizations is maintained within the company headquarters and military police brigade and battalion S-3 sections. The training section must manage training records and certification documentations for all LE personnel. This includes annual and cyclical in-service training required to maintain proficiency in critical or perishable skills. Some LE capabilities require certification of any LE personnel before allowing them to conduct specific activities. These requirements mitigate the chance of injury or death to LE personnel or civilians and possible legal liability. Examples of capabilities requiring periodic certification and training include—

- Initial certification to perform LE duties.
- Emergency vehicle operations.
- Weapons qualifications, including less-lethal weapons (police batons, oleoresin capsicum [OC] [pepper spray], electroshock weapons).
- National Incident Management System certification.
- Radar and laser speed detection device certification.
- Narcotics and explosive dog detection certification.
- Breath analyzer certification.

3-63. In cases where military police must support the establishment of HN police organizations, training capability must be established for planning, resourcing, and conducting initial entry police academies and advanced police training. While initial training for military police Soldiers and USACIDC SAs is the responsibility of USAMPS, civilian police organizations often maintain their own organic training capability or use a regional facility that meets local certification requirements. Military police and USACIDC personnel must be prepared to assist HN police agencies in establishing and maintaining this capability.

ADDITIONAL POLICE STATION CAPABILITIES

3-64. Some capabilities, due to the environment, organizational structure, or resource constraints may not be resident within police station organizations. Additionally, the nature of L&O operations in support of military communities typically requires many capabilities resident within the military police station that may not be required within their civilian counterparts. These capabilities will be present in most military police stations supporting posts, camps, and stations within the United States. The requirement for some capabilities outside the United States or for operations in support of HN civil control efforts may not exist (for example, a game warden is not typically required outside the United States).

Canine Patrol

3-65. Canine patrol capability (known as MWD within the military community) is a significant asset to any police operation. MWD assets are typically available to PMs and military police commanders conducting L&O operations; however, this capability is resource-intensive and may not be possible in a resource-constrained environment. Canine assets provide explosive detection, narcotics detection, and patrol capabilities that are a valuable asset to LE personnel (see ATTP 3-39.34).

3-66. HN police agencies may not possess these canine assets to support their police operations. The use of dogs in some countries is not acceptable due to religious or other cultural sensitivities. Military police leaders must consider these environmental impacts when assessing the potential use of MWD in support of HN civil control and policing activities. In austere environments or where HNs have limited resources, a canine capability may not be a viable option.

Civilian Police Liaison

3-67. The civilian police liaison section is a military-specific capability required to support commanders by maintaining communications and relationships with civilian LE agencies in the area. This section provides a dedicated capability to identify Soldiers who have been detained by civilian LE and coordinate for their return to military control. The civilian police liaison section provides support to unit commanders to ensure that all legal requirements emanating from Soldiers' apprehension are understood by the individuals and their chains of command. The section also conducts coordination with civilian LE to return Soldiers to military control who are absent without leave and have been apprehended by civilian authorities.

Game Warden

3-68. Game warden capability is important to support U.S. military communities with large tracts of training areas or other uninhabited land or large bodies of water that attract boaters and other sportsmen. These specialty patrols are typically trained to enforce wildlife and environmental laws. They are also an economy of force measure, allowing the bulk of LE patrol assets to remain within the populated areas where the likelihood of urgent LE response is higher. Game wardens—

- Identify and respond to hazardous materials releases or dump sites.
- Control access, movement, and egress of sportsmen or other personnel who are authorized to hunt, fish, or conduct other activities on military posts, camps, or stations. It is critical to know the location of all personnel operating in and around training and operational areas to avoid conflicts with military elements and to mitigate safety hazards.
- Identify, cite, or apprehend poachers.
- Respond to accidents (training, hunting, and vehicular) outside the populated areas of the AO, to include.
- Monitor perimeter fence lines for evidence of unauthorized access.

Physical Security and Access Control

3-69. Dedicated physical security and access control elements are typically not found in civilian LE organizations. The unique requirements and the environment of the military community require personnel in these elements to monitor physical security posture, provide physical security presence and response, and educate the military community regarding physical security requirements and techniques. They are also a critical element in community crime prevention efforts. Typically, the physical security section—

- Conducts inspections and surveys.
- Recommends and monitors mission-essential vulnerable areas.
- Maintains physical security alarm systems.
- Recommends access control procedures.

Special-Reaction Team

3-70. SRT elements, sometimes referred to as *special weapons and tactics units* within the civilian community, provide specially trained, armed, and equipped response capability to contain and neutralize special threats (see chapter 2 and FM 3-19.11). They are a critical part of many crisis response plans. SRTs within the military police are rarely dedicated assets due to resource constraints. SRT members are typically Army LE personnel who perform other LE tasks until a situation presents itself that requires an SRT capability. Army LE operating within the United States may partner with civilian LE agencies for SRT support capability when sufficient civilian capability exists. PMs, through the commander of the supported post, camp, or station, will document this requirement through support memorandums of agreement with the supporting civilian LE agency.

3-71. Military police SRT capabilities are required for L&O and antiterrorism efforts in support of mature bases of operation in theater. As U.S. military bases mature within a theater of operations, military police SRTs provide a dedicated response capability to neutralize and contain internal criminal threats and external terrorist threats. Military police SRT assets may be used initially in support of HN LE efforts when U.S. forces are tasked with building civilian police capability and capacity within an HN. As soon as practical, SRT capability should be developed and maintained within the HN police structure. Training for SRT personnel is provided by the USAMPS.

Biometrics and Forensics

3-72. Biometric and forensic tools are critical in criminal investigations for identifying individuals, establishing a person's presence at a specific location in relation to time and space, establishing a suspect's physical contact with material related to an investigation, or identifying indicators of deception. These biometric and forensic capabilities are used extensively in LE activities and criminal investigations, but are also extremely relevant to incident sites and major site exploitation operations.

3-73. Biometrics is the study of measurable biological characteristics. These characteristics are useful for tracking individuals, making positive identifications, establishing security procedures, or detecting deception based on measurable biological responses to stimulus. Biometric data is frequently used for protection and security efforts and evidence in criminal investigations and prosecution. Biometric data and technologies can also contribute to biometric-enabled intelligence activities.

3-74. Biometric data used for identifying fingerprints, voiceprints, facial scans, and retinal scans can be extremely useful to Army LE personnel conducting LE and policing tasks. Biometric data can match an individual to a source database or it can be used to verify the identity of specific individuals from a target population during screening. Biometric devices (such as polygraphs) are useful in determining a subject's truthfulness. The commanding general of USACIDC, in coordination with the Army Deputy Chief of Staff for Operations and Plans, exercises overall Army staff responsibility for the DA Polygraph Program and for providing policy guidance with respect to using polygraphs in criminal investigations (see AR 195-6).

3-75. Forensics is the deliberate collection and methodical analysis of evidence to establish facts that can be used to establish connections between persons, objects, or data. Forensics is most commonly associated with evidence collected at crime scenes or incident sites, but also includes methodologies for the analysis of computers and networks, accounting, psychiatry, and other specialized fields. Forensics is typically employed to support legal proceedings that lead to criminal prosecution.

3-76. Forensics capabilities can also be used to support analysis for subsequent targeting in contingency operations. USACIDC supports Army forensics analysis requirements through the U.S. Army Criminal Investigation Laboratory and modular laboratories that can deploy forensics analysis capability to a contingency AO to support commanders in the field as far forward as possible. These modular, deployable laboratories enable USACIDC personnel to provide more timely forensic analysis across the spectrum of capabilities, including latent fingerprints, toolmarks, firearms, and DNA.

3-77. The need for proper handling of material from a crime scene or incident site is critical to the success of forensic examination by forensic scientists and technicians. Military police are trained to properly handle and preserve collected material, whether in the context of crime scene processing or collecting and protecting material at an incident or sensitive site. Recent operational developments have emerged that require all Soldiers to train on the collection and preservation of forensic evidence on the battlefield. Soldiers of many specialties, beyond military police forces, are now required to understand basic evidence collection procedures to protect crime scenes and incident sites.

DETENTION CELL OPERATIONS

3-78. Most LE operations centers that support posts, camps, and stations are equipped with a detention cell to temporarily hold military or civilian subjects, subsequent to apprehension for an offense. Detention cell operations and construction requirements are governed by AR 190-45 and AR 190-47. The temporary detention of personnel within the detention cell is conducted only when necessary to—

- Prevent escape.
- Ensure that the detained individual is safe.
- Ensure that LE and other personnel are safe.

3-79. In situations where a detention cell is not available within the military police station, subjects may be held in civilian facilities that meet the minimum Army requirements referenced above. Memorandums of agreement are typically used to formalize the arrangements between military and civilian facilities.

3-80. The detention cell should be constructed where constant supervision and monitoring can be conducted by police desk personnel to ensure that detained personnel are safe. This may be via direct observation or through the use of video capability. The detention of military personnel typically will not exceed 24 hours; however, detention up to 72 hours may be approved in extreme circumstances. Approval of detention over 24 hours and up to 72 hours is typically delegated by the supported post, camp, or station commander to the PM or senior military police commander responsible for L&O operations. The detention of civilian personnel should only be done in extreme cases and only until the subject can be released to civilian authorities or any threat the subject poses to himself or others has been resolved or acceptably mitigated (such as a drunk driver who is sufficiently sober or can be released to a third party). A commissioned officer typically must approve the detention of a civilian subject. The detention of civilian personnel should be conducted only—

- In cases of serious felony offenses when the individual is considered a flight risk.
- To ensure that the individual or the community (such as in drunk-driving cases) is safe.

Note. Male and female personnel should never be detained in the same cell simultaneously; juvenile offenders should never be detained in a military police detention cell.

3-81. An apprehended person is thoroughly searched before being placed in the detention cell to ensure that the subject has no weapons, contraband, or any other items that could be used for personal harm or to harm others. All valuables, including money and personal property (other than clothing and wedding rings), should be removed, inventoried, and safely secured. Some detained subjects may become distraught and attempt to inflict harm on themselves; therefore, any clothing items that could be used to inflict personal injury (belts, shoelaces, neckties, garters, suspenders) may be removed to ensure that the subject is safe. These items should be inventoried and secured with the subject's other property. All property, other than that identified as having evidentiary value in a criminal proceeding, will be returned to the subject upon release or transfer to civilian authorities. All property collected, retained, transferred, or released should be documented per AR 190-45 and AR 190-47.

3-82. In addition to holding subjects subsequent to apprehension for criminal activity, military police detention cells may be used for housing military prisoners under the following circumstances:

- **Temporary confinement.** This confinement is conducted to house a military prisoner who is—
 - Awaiting transfer to a DOD corrections facility as a result of a court-martial sentence to confinement.
 - Sent to a post, camp, or station from a DOD confinement facility to appear as a witness in a court-martial proceeding or other legal proceeding.
- **Pretrial confinement.** In some cases, subjects awaiting court-martial may be held in pretrial confinement within a military police detention cell (or a civilian facility meeting Army requirements). Normally, military personnel awaiting trial remain under the control of their units. Only when the legal requirements of the Rules for Courts-Martial (RCM) (contained in the Manual for Courts-Martial) are met, will prisoners be placed in pretrial confinement and retained by military police. RCM 305(k) requires probable cause belief that a court-martial offense has

been committed, that the prisoner committed it, and that a more severe form of restraint is necessary to ensure that the prisoner will appear at pretrial and trial proceedings and not conduct serious criminal misconduct. Military personnel are only subject to pretrial confinement when the confinement is approved by the appropriate authority, as directed in AR 27-10. Within expeditionary environments, apprehended U.S. military personnel or convicted military prisoners may be held in a field detention facility. Military police use these facilities to detain U.S. military prisoners placed in custody for short-term detention. Field detention facilities are used to hold prisoners in custody only until they can be tried and sentenced to confinement or evacuated from the immediate area for detention in a facility on a U.S. post, camp, or station. Whenever possible, prisoners awaiting trial remain in their units and not at a field detention facility. These facilities should comply with regulatory construction standards to the greatest extent possible and within the constraints of the OE. The lack of facilities and other infrastructure constructed to standard does not reduce the requirements for providing safety and humane treatment of any person held in detention. (See FM 3-39.40 for additional information on field detention facilities.)

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Chapter 4

Law Enforcement Patrol Operations

Effective LE patrol operations are a critical element of any effort to maintain an orderly environment and to respond quickly to disruptive incidents. The LE patrol is the element of LE operations that is responsible for maintaining a routine presence within the community and providing a first-response capability for criminal activity and other emergency situations affecting public safety. It is the most visible means by which LE organizations conduct operations and interact with the public.

LAW ENFORCEMENT PATROLS

4-1. Military elements conduct patrol operations across all environments to support military operations. A *patrol* is a detachment of ground, sea, or air forces sent out for the purpose of gathering information or carrying out a destructive, harassing, mopping-up, or security mission (JP 1-02). **A law enforcement patrol is a patrol element of trained LE personnel tasked to enforce laws, regulations, and other applicable directives; maintain order; apprehend offenders; protect personnel and resources; and obtain relevant police information.** Military police conduct patrol operations in all OEs in support of full spectrum operations. The characterization of the patrol as an LE patrol depends on the specific mission conducted. In stable environments, military police conduct LE patrolling in support of U.S. base commanders to maintain order; protect personnel and property; and enforce laws, regulations, and directives. Military police conduct LE patrolling to support civil control efforts and the establishment and maintenance of a criminal justice system operating under the rule of law. When the environment is unstable and characterized predominantly by offensive and defensive operations, LE patrolling is extremely limited and combat or security patrols will be predominantly employed. As the environment stabilizes and the focus shifts from strict order maintenance to establishing the rule of law, more military police patrols are characterized as LE patrols.

4-2. Military police LE patrols are required within stable environments to maintain order, protect personnel and resources, deter criminal activity, and apprehend individuals when deterrence fails. These missions can be in support of U.S. commanders and their assigned AOs or in support of efforts to establish and maintain L&O within an HN population. Military police LE patrols can also be crucial to restoring order and assisting in the transition from instability to normalcy. Military police conducting patrols in support of an L&O mission can also be a significant source of police information. When supporting contingency operations overseas, military police patrols can also be a valuable source of tactical information. One of the primary purposes of the patrol is interaction and observation of the local population. The military police Soldier is highly suited for this unique interaction with local populations. Military police Soldiers are technically and tactically proficient and are trained to effectively use interpersonal communications skills. Their character and competence represent the foundation of a trained and ready Army and unique military police capabilities. Military police Soldiers are trained from initial entry to accomplish tasks while operating alone or in groups. Military police Soldiers and leaders exercise mature judgment and initiative under stressful circumstances and are capable of learning and adapting to meet the demands of an adaptive and changing enemy and criminal threat.

4-3. Within OEs characterized by high violence and instability, military police patrols are conducted to establish order and provide a visible presence. These patrols are typically focused more on policing activities intended to support efforts to restore and maintain order and establish civil security. In addition to restoring order, military police patrols focus on acquiring police information; enforcing curfews and other populace control measures; and identifying and detaining criminals, terrorists, and members of belligerent parties. As the OE stabilizes and initial efforts to establish or reestablish governance by the rule of law

develop, military police patrols begin to support civil control efforts and transition to LE functions that support U.S. and HN efforts.

4-4. Depending on the OE, specific capabilities of the HN police and the disposition of HN police toward U.S. interests, military police may conduct initial L&O operations supporting the HN with or without HN involvement. If initial HN involvement is not possible, efforts to establish a friendly HN capacity should begin as soon as feasible to facilitate reconciliation and reconstruction efforts. During this period of reconciliation and reconstruction, military police may conduct combined police patrols to train and mentor HN police forces. Military police use combined police operations to help legitimize and train an HN police force; increase police visibility; build confidence with the local populace to gain police information; identify potential threats; and improve U.S., multinational, and HN relations. As police capability and capacity continues to increase, military police patrols become increasingly LE-focused and typically perform policing tasks in support of the overall LE effort.

4-5. Military police patrols are the most visible L&O element. They are the LE element with the most consistent and regular contact with the public. Typically, they are also the first to respond to a criminal incident or other emergency. This constant presence among the public places military police Soldiers in a unique position to present a positive image to the public through regular contact and assistance. Conversely, LE patrols can significantly damage the legitimacy of the police force in the eyes of the public if their actions, appearance, and manner of engagement with the public are perceived as unprofessional, corrupt, or excessive. LE patrols perform several functions, including—

- Crime prevention and deterrence.
- Personnel and resource protection.
- Service or assistance response calls.
- Apprehensions of subjects following reported or observed criminal activity.
- Crisis and serious incident responses.
- Police information and evidence collection.
- Traffic laws enforcement.
- Traffic flow facilitation.
- Crime scene preservation and security.
- Police engagement and community relations.

4-6. During L&O operations in support of U.S. military personnel and resources, the military police desk section operating within the L&O operations center typically monitors and controls a military police patrol. Typically, the desk sergeant, in coordination with the patrol supervisor, assigns patrol areas based on the PM or senior military police commander's guidance. Patrol assignments and specific instructions are provided to patrols by the operations section or a designated person (such as the military police duty officer). An LE patrol briefing should include (at a minimum)—

- An assigned patrol area and method of patrol.
- The mission of the patrol and any special enforcement instructions.
- The current force protection condition, to include any recent changes.
- RAM to be conducted in the AO during the patrol period.
- Weather and road conditions.
- Any specific police information requirements to be collected and reported.
- Information on any recent criminal or mischievous activity.
- Any traffic problems or obstructions within the AO.
- Mission-essential vulnerable area and high-risk target coverage.
- Special events (concerts, festivals, visiting dignitaries, redeploying units) and associated special patrol requirements.
- Ongoing investigative and LE operations (surveillance operations, planned raids).

4-7. Patrols are typically controlled through the military police chain of command and their respective operations and S-3 sections when supporting civil control and L&O operations targeting an HN population and the establishment of HN police capability and capacity. The military police commander and staff develop the patrol plan consistent with the mission and intent of the higher command. The military police

company's operations center manages and monitors the patrols. The company commander provides a mission briefing to the platoon leader and other subordinate leaders. In addition to the standard mission briefing, L&O missions within this environment should emphasize the—

- Current criminal threat environment.
- Locations, call signs, and frequencies of the senior terrain owning unit and other friendly units in the AO.
- Locations, call signs, and frequencies of response forces.
- Locations, call signs, and frequencies of medical treatment facilities and medical evacuation assets.
- Locations of adjacent police stations.
- Distances and times between stations.
- Protection status of the stations.
- Status of routes in the AO.
- Status of HN police forces, including the—
 - Proficiency of HN police forces.
 - Equipment status of the indigenous police (their weapons, vehicles, uniforms).
 - Number of police officers available.
- Number of U.S. forces available to partner with the indigenous police.

4-8. Regardless of the location or OE, military police patrol personnel must know how to respond to emergencies that require immediate and informed actions. Procedures for performing self-protection techniques; requesting emergency medical services; performing hazardous materials operations, explosive ordnance disposal (EOD), and fire support missions; and responding to other emergency assistance (quick-response force, attack aviation, and unmanned aircraft systems) must be planned, rehearsed, and trained with the same priority as other critical tasks. Military police patrols maintain constant communications with their S-3 element, the terrain manager, and adjacent patrols while being continuously aware of other friendly forces operating in the AO.

PATROL METHODS

4-9. Basic methods used for conducting police patrols have not drastically changed over the years. However, advancements in technology have increased the effectiveness of police patrols. Sophisticated communications, automation, and high-speed data information systems have greatly improved patrol response and police information collection and reporting capabilities.

4-10. The presence of a patrol—in the form of mounted and dismounted personnel—represents a police interest. Military police use these patrols to investigate complaints and establish relationships within the community by getting to know and assisting the people who work in or visit the local community. During stability operations, combined HN police and military police patrols are often crucial to restoring order, controlling populations, gathering police information, and building confidence in the local police.

4-11. Patrol methods can vary greatly. The method used for L&O patrolling depends on the specific mission variables, commander or PM guidance, and desired effect. In most cases, no one patrol method will be employed as a single solution; combinations of different patrol methods will typically be used to maximize the impact and achieve the desired effect. There are advantages and disadvantages to every patrol method. The military police staff must weigh these advantages and disadvantages to determine the best method or combination of methods to be employed (see table 4-1, page 4-4, for a list of advantages and disadvantages for common patrol methods). The most common LE patrol methods include—

- Static (fixed).
- Dismounted (foot).
- Mounted (vehicle).
- Bicycle.
- MWD.
- Boat or watercraft.
- Other specialized patrols (motorcycle, aircraft, snowmobile).

Table 4-1. Advantages and disadvantages of specific patrol methods

<i>Patrol Method</i>	<i>Advantages</i>	<i>Disadvantages</i>
Static (fixed)	<ul style="list-style-type: none"> • Focused surveillance of a specific area, target, or activity. 	<ul style="list-style-type: none"> • Manpower-intensive. • Possibly mundane over long periods, possibly reducing the effectiveness of the patrol.
Dismounted (foot)	<ul style="list-style-type: none"> • High degree of community interaction. • Greater situational awareness. • Access to limited visibility or confined areas. • Intensive enforcement availability in densely populated or high crime areas. 	<ul style="list-style-type: none"> • Limited coverage area. • Reduced safety for LE personnel; access to backup patrols can be a challenge. • Limited communications equipment. • Slower response time than mounted patrols. • Greater impact from environmental effects (weather, pollution). • Offenders, victims, or witnesses require transport. • Possible personnel transport required to and from the areas of operation.
Mounted (vehicle)	<ul style="list-style-type: none"> • High degree of mobility. • Larger patrol area coverage. • Greater protection for patrol personnel. • Greater access to emergency equipment due to vehicle load capacity. • Longer patrol durations available. 	<ul style="list-style-type: none"> • Access to some areas (without dismounting) is reduced. • Enclosure within the vehicle can result in reduced situational awareness. • The opportunity and likelihood of community interaction is reduced. • A false sense of security is created for patrol personnel within vehicles.
Bicycle	<ul style="list-style-type: none"> • Greater mobility than foot patrols. • Increased saturation of LE assets in densely populated or high crime areas is possible. • Greater situational awareness for patrol personnel. • Greater degree of community interaction than mounted patrols. • Greater carrying capability for protection and communications equipment than a foot patrol. 	<ul style="list-style-type: none"> • Specialized training and equipment is required. • Additional assets are required to transport offenders, victims, or witnesses. • Environmental effects (weather, pollution) may cause impact. • Exposure of LE personnel can reduce safety and increase risk.
MWD	<ul style="list-style-type: none"> • Effective visual deterrent to criminal and threat elements. • Extremely versatile; can operate mounted, dismounted, or static. • Economy of force is maximized. • MWDs provide a keen sense of smell for— <ul style="list-style-type: none"> ▪ Narcotics detection. ▪ Explosives detection. ▪ Tracking persons. 	<ul style="list-style-type: none"> • Extensive training and certification requirements. • Limited canine assets. • Canine capabilities adversely impacted by environmental conditions (heat, cold). • Resource-intensive. • Cultural sensitivities limits. • Risks of unintended bites when employed within crowded areas.
Boat and watercraft	<ul style="list-style-type: none"> • Capability to cover significant water obstacles. • Emergency response capability for water incidents. 	<ul style="list-style-type: none"> • Extremely specialized; limited use overall. • Resource-intensive. • Specialized training requirements not readily available within the Army.
Legend: LE law enforcement MWD military working dog		

4-12. In most L&O operations, no single patrol method is employed across the entire AO at all times. Individual patrols and methods are assigned specific patrol areas and methods to target specific problem areas or initiatives based on the current environment. Using a combination of patrol means and methods allows patrols to complement each other and maximize the advantages of each individual method while reducing the associated risk. Using patrol methods in combination allows Army LE to—

- Interact with the populace.
- Gather or disseminate information.
- Reduce the chance of setting identifiable patrol patterns that could be used by criminals to their advantage.
- Effectively provide a deterrent presence.
- Enhance their ability to respond to crimes in progress or emergency situations.
- Provide multiple means and reinforcing capabilities between various patrol types.

STATIC (FIXED) PATROLS

4-13. Static or fixed patrols are used when an LE presence is required to protect or observe a specific area, person, or activity. These patrols are resource-intensive and typically are used only when there is significant criminal or other intelligence suggesting an imminent threat to high-risk personnel or assets.

4-14. Static patrols may be used to conduct surveillance of a specific target to gather information, interdict an illicit activity, or apprehend a subject. Static patrols may also be employed as a temporary measure during adverse weather conditions (during ice storms or other environmental conditions that make travel extremely hazardous). During these conditions, LE patrols may be directed to go static at designated locations and maintain communications with the operations section or police desk. These elements are directed to respond in the most severe incidents until the environmental conditions improve.

DISMOUNTED (FOOT) PATROLS

4-15. Dismounted patrols provide significant opportunities for Army LE to enhance community relations and conduct police engagement by allowing the LE patrol the opportunity to interact with the community on a more personal level, fostering a stronger relationship and sense of mutual trust and understanding. Additionally, dismounted patrols can provide intensive LE presence in high-density and/or high crime areas.

4-16. The dismounted patrol can be conducted as the sole method assigned to the patrol element, or it can be conducted as a directed mission for a mounted patrol. In the later case, the mounted patrol would dismount and patrol on foot within designated areas and time frames. Communications with the military police desk or operations center is critical for officer safety. Patrol personnel who dismount their vehicle to conduct foot patrols must notify the desk or operations center and report the location and direction of their travel. Dismounted patrols must maintain communications with the LE operations center. Mounted patrol elements that conduct dismounted patrols should maintain a distance from their patrol vehicle that allows for immediate return to a mounted posture to enable timely response to emergencies.

4-17. Dismounted LE patrols are especially beneficial within stability operations. They may be conducted by military police alone or as a combined patrol with HN police counterparts. The dismounted patrol allows interaction with the public. This can help establish trust and a public feeling of legitimacy for police elements. When working with HN police elements, the HN police should be the lead element as soon as they are capable; military police Soldiers should maintain a support role. This places the HN police in the authority position with their own populations and speeds the transition to total HN control.

4-18. The threat level within the patrol area must always be considered when establishing dismounted patrols. The dismounted patrol is extremely vulnerable to threats due to reduced protection equipment and mobility. Deliberate risk management is vital to establish risk mitigation factors that reduce the threat to dismounted elements to an acceptable level (see FM 5-19 for information on composite risk management).

MOUNTED (VEHICLE) PATROLS

Mounted patrols greatly assist LE efforts in most environments. They provide a highly mobile capability that can respond and react to a wide variety of situations. Mounted patrols operating in defined areas provide a planned continuity of operations and complement the effects of dismounted patrols. Mounted patrols are also the method of choice for traffic control activities and enforcement of traffic regulations (see chapter 6).

4-19. Mission variables determine the patrol composition, equipment required, and vehicles used. Within stable environments, military police and other LE agencies typically perform mounted patrol operations in specially equipped, commercial, nontactical vehicles (sedans, trucks, vans). These vehicles may be configured with light systems, heavy-duty suspension systems, crash protection devices, and restraint systems. Police vehicles are typically equipped with LE equipment, including—

- Communications equipment.
- Automations equipment.
- Special protective gear.
- Crisis response kits.

Note. Army LE personnel must be trained and certified for military emergency vehicle operation to operate these vehicles and associated equipment safely.

4-20. In contingency operations, military police up-armored, high-mobility multipurpose wheeled vehicle M1114 is typically used. Typically, the armored security vehicle M1117 should not be used for routine patrolling during L&O missions due to the limited visibility and the barrier the vehicle places between military police and the population. The M114 can be used for very-high threat and special-response situations when interface and communication with the populace is a low priority or not required. Both of these tactical vehicles provide ballistic protection and are designed for use over all types of roads and in all weather conditions. They are extremely effective in the most difficult terrain. As the environment transitions and becomes more stable, Army LE may transition to using nontactical vehicles equipped for LE functions. (See appendix G.)

4-21. The base element for a military police patrol within a tactical vehicle is the military police team. It is composed of a team leader, a driver, and a gunner who are trained and equipped to conduct independent tasks as part of a military police section or squad mission. The combination of training, vehicles, weapons, and other equipment provides eyes and ears for the commander, coupled with firepower, mobility, and communications to operate throughout the AO. The size of a tactical military police patrol is based on the threat. In relatively benign environments, individual teams can be employed as a patrol element. At increased threat levels, squad-sized elements may be required to conduct a single patrol mission. This enables the individual teams to benefit from mutual support and security while operating in a higher-threat environment. In the early stages of a transition to dedicated L&O operations, when the threat remains elevated, military police LE patrols use tactical vehicles in a manner more consistent with tactical combat or security patrols than LE patrols conducted within a more stable environment.

4-22. Military police LE patrols conducted using nontactical vehicles are typically operating within a reduced threat environment, as compared to unstable environments associated with many contingency operations. These LE patrols will typically consist of one vehicle with one or two military police Soldiers manning the vehicle platform. Careful consideration must be used when determining whether to employ one- or two-man LE patrols. One-man patrols can result in doubling the number of patrols operating within an area, thus increasing the perceived police presence within an AO. They can also stretch limited manpower resources. Two-man patrols may be preferable in high crime areas and when an inexperienced force is a concern. Junior grade military police Soldiers are typically younger and have less experience and maturity than their civilian LE counterparts. These younger military police Soldiers may require teaming with a more experienced military police Soldier. When two-man patrols are not possible due to manpower constraints, patrol assignments should be made so that more experienced military police Soldiers are assigned to adjacent patrol areas to assist junior military police Soldiers as backup patrols.

4-23. Combined mobile patrols are often used to develop partnerships with indigenous and multinational forces or to train and mentor foreign police forces. These patrols can be critical in HN police development and transition operations focused on building HN police capability and capacity. Initially, military police Soldiers and other civilian non-HN police personnel supporting the mission may take the lead role to train HN police personnel. The goal is always to transition to HN lead and eventually total HN control over police activities targeting HN populations.

BICYCLE PATROLS

4-24. In many locations, bicycle patrols are a popular option that allows military police Soldiers or civilian LE personnel greater access to populated areas. Bicycle patrols are community-oriented assets that primarily patrol the housing areas, youth centers, school bus stops, schools, and special-event areas. Bicycle patrols can enforce laws, directives, and regulations and rapidly respond in constricted areas where accessibility by motorized vehicles is limited.

4-25. A major benefit of bicycle patrols is the accessibility to the patrol element by the community, thus enabling positive interaction and police engagement. They can emphasize positive interaction, while identifying problem areas (ongoing criminal activity, community concerns, areas where crime prevention measures can be employed). Bicycle patrols normally consist of two-person teams equipped with appropriate safety items. Commanders must ensure that proper training is conducted before assigning bicycle patrols.

MILITARY WORKING DOG (CANINE) PATROLS

4-26. MWD teams support a variety of military police operations. They are used in all OEs and greatly extend military police capabilities. MWD patrols can operate mounted or dismounted; however, the team's contribution to LE and policing efforts is most effective when the team is dismounted. MWD patrols will typically operate from a mounted platform and dismount to conduct specific patrol duties and maximize the effectiveness of the team (see ATTP 3-39.34 for additional information on MWD teams). MWD team capabilities are most effective when employed for—

- Visual deterrence.
- Narcotics detection.
- Explosives detection.
- Personnel tracking.
- Building or area clearing.
- Entry or access control points.
- Traffic and border checkpoints.
- Customs support operations.
- Commander's health and welfare inspections.

BOAT AND WATERCRAFT PATROLS

4-27. Many AOs are bordered by, or have within its boundaries, large bodies of water, including lakes, rivers, bays, and other shorelines. These bodies of water can be of great concern when they lie on a boundary with an element not under control by U.S. military forces or when they bisect the AO, creating natural obstacles and avenues for ingress and egress into the AO.

4-28. Bodies of water may be used for recreational purposes by the local population. They can also be used as ingress or egress points by criminal or other threat elements attempting to access the AO. Regardless, military police may be required to use boats or watercraft to maintain a patrol capability and presence on these bodies of water to deter threats, respond to threats, and respond to accidents or other incidents requiring emergency response.

4-29. The use of boats and watercraft for patrol purposes requires special training and certification to ensure that Army LE personnel can operate the platform safely and effectively. Military police

commanders and PMs must ensure that Army LE personnel required to use boats or other watercraft receive adequate training.

OTHER SPECIALIZED PATROL METHODS

4-30. Military police operate in a wide variety of conditions and environments. While not common across the Army, other patrol means are sometimes required based on the local conditions, terrain, and other factors. Military police commanders and PMs must be flexible and consider these patrol methods when they prove feasible and can meet the requirements of the specific AO. They must also understand that any nonstandard patrol method has its own set of training, licensing, and resource requirements. These requirements must be researched, understood, and implemented appropriately to ensure that Army LE personnel and the community are safe and secure. These nonstandard methods can include—

- Aviation patrols.
- Motorcycle patrols.
- All-terrain vehicle patrols.
- Horse patrols.
- Snowmobile, snowshoe, or ski patrols.

LAW ENFORCEMENT PATROL STRATEGIES

4-31. There are numerous techniques or strategies commonly used to organize and employ basic LE patrols. These techniques can be employed using any of the methods discussed in the previous paragraphs. The patrol strategy (or strategies) used is based on mission variables specific to the AO and the effects desired. While a single patrol strategy may be used across the entire AO, a combination of techniques is more commonly employed to achieve the desired effect. The PM, commander, and staff must conduct mission analysis to determine the patrol strategies that will be most effective in addressing specific problems within their AO. There are several common patrolling strategies used by Army LE and civilian police agencies. These strategies include—

- Random or routine patrols.
- Directed patrols.
- Split-force patrols.
- Saturation patrols.
- Differential response patrols.

RANDOM PATROLS

4-32. Random patrolling (also known as routine or preventive patrolling) is conducted by assigning a specific patrol AO and allowing the LE patrol to move randomly throughout the AO, at the discretion of the patrol leader, supervisor, or LE officer. This strategy is typically considered reactive in nature. The AO assigned may be a designated route between two points (a heavily traveled street [line patrol], an area with boundaries established by identifiable terrain [area patrol]). While moving randomly within the AO, the patrol can respond to incidents or calls for service, conduct field interviews, or address other situations as they occur. The patrol should be constantly observing the environment, looking for variances, indicators of criminal activity or public dangers, and specific information fulfilling identified police or other intelligence requirements.

4-33. Moving a patrol throughout an AO without setting a pattern is critical to the success of random patrols. This type of patrolling can give the community a perception that the police are omnipresent, always showing up without warning or predictability. This lack of predictability can serve as a deterrent to criminal activity and allow the alert patrol to locate ongoing criminal activity.

4-34. Over time, it is very difficult for patrols not to create identifiable patterns, especially when the personnel are consistently assigned the same AO; personal preferences and habits will tend to produce predictable patterns. One way to mitigate the tendency toward patrol pattern development is to rotate personnel so that they do not consistently operate within the same AO. While this technique mitigates the impact of patrol predictability, it also has negative impacts. Failure to place LE personnel in a consistent

AO can inhibit the effectiveness of community-oriented policing activities requiring the development of relationships and trust between the community and the patrol. It also makes it difficult for LE patrols to become intimately familiar with the area, the individuals within the community (to include habitual criminals or mischievous juveniles), ongoing problems in the area, and changes to the environment (new criminal threats or activities, changes in social habits of the community, changes in the level of fear or intimidation within the community). Consistent patrol assignment can reap huge benefits by allowing LE personnel to develop rapport with the community and learn the terrain, the individuals, and the unique idiosyncrasies of a specific AO. When personnel are consistently assigned the same patrol AO, they must constantly evaluate their actions to identify and avoid patterns and routines that can enable criminal or threat element exploitation.

DIRECTED PATROLS

4-35. Unlike random patrolling, directed patrols are given specific tasks and instructions, thus focusing their efforts. Directed patrolling is considered a proactive strategy. This strategy reduces patrol downtime and addresses concerns over patrol productivity and effectiveness. It also focuses LE patrols on identifying crime-conducive conditions and gathering critical police information, thus allowing the implementation of crime prevention and interdiction efforts. Patrols are provided specific guidance based on—

- Information and police intelligence requirements.
- Results of police intelligence analysis.
- Areas of specific concern or focus
- Command or PM LE initiatives.
- Police engagement strategies.
- Complaints or reports of crime from the community.

4-36. Directed patrols can be especially useful when employing inexperienced military police Soldiers. Protected patrols provide structure and direction to their patrol activities when their level of experience does not allow for the initiative and situational understanding inherent with more experienced military police Soldiers. For more experienced military police Soldiers, directed policing may limit the ability of the patrol to take the initiative and fully capitalize on police engagement opportunities with the community or develop leads that may result in the prevention or interdiction of criminal activity. Directed patrolling can also result in an added workload for the desk crew and patrol leaders or supervisors, especially during L&O operations with large numbers of active patrols. Directed patrolling requires that desk and patrol leaders or supervisors continuously prioritize and manage tasks for the patrols; this can adversely impact other duties. The military police commander, PM, and operations staff must balance the advantages and disadvantages of direct patrols.

SPLIT-FORCE PATROLS

4-37. Split-force patrolling involves identifying one portion of the patrol force to perform routine patrols. The routine patrols will respond to all calls assigned to patrol units by the desk section. The remaining elements are employed as directed patrols (see text above).

4-38. Directed-patrol personnel are typically not required to respond to incoming calls for service unless no other routine patrols are available and the call is considered time-sensitive. This strategy allows the military police commander or PM to conduct reactive and proactive measures simultaneously. Split-force patrolling can result in significant disparities in workloads. The routine patrols can quickly become overwhelmed with calls, required patrol responses, and associated case work while directed patrols will typically not be assigned missions and tasks that are of the same time-sensitive nature. Military police commanders, PMs, and staffs must carefully monitor split-force patrols to ensure that personnel rotate between directed- and routine-patrol missions to prevent patrol burnout.

SATURATION PATROLS

4-39. Saturation patrols are typically used within the split-force construct. This strategy places a higher number of patrols into AOs characterized by higher crime activity, traffic offenses, or other incidents to

increase LE presence. Saturation patrols will typically be placed into an area during times of peak criminal or disruptive activity. They may be instructed to enforce zero tolerance for specific activities (speeding, loud music, curfew violations, prostitution). These patrols will typically perform increased vehicle and pedestrian stops and conduct a higher than normal number of field interviews.

4-40. Saturation patrols can be a significant deterrent to criminal or other disruptive behavior. They can also result in large amounts of police information that can be used by police intelligence analysts supporting L&O efforts. Care must be exercised when using saturation patrols as they can be perceived as heavy-handed if employed too frequently in the same AO. Key to the success of a saturation patrol strategy is an aggressive police engagement effort to inform the community of the purpose and intent of the mission and to receive community feedback. It is important to coordinate with the SJA for legal advice and opinions before conducting saturation patrols.

DIFFERENTIAL RESPONSE PATROLS

4-41. A differential response strategy focuses on maximizing the use of LE patrol assets through the prioritization of calls and associated LE patrol responses. This technique is regularly employed when LE patrol resources are inadequate due to—

- Unavailable personnel or resources (a high deployment operational tempo of supporting military police companies, a significant flu outbreak that reduces the available force).
- Environmental conditions that limit the ability of patrols to respond or that make response for nonemergency situations too hazardous to justify (such as severe ice storms that make road conditions treacherous).
- An incident that creates a large number of high-priority calls (a terrorist event, an industrial accident, a natural disaster).

4-42. Within a differential response construct, the military police commander, PM, and staff must prioritize incidents typically requiring an LE response by severity. Incidents of significant severity (reports of injuries, crimes or emergencies in progress, reports or discoveries of serious incidents [deaths, sexual assaults]) would continue to require an LE patrol response. Other less serious incidents (larcenies, minor traffic accidents, simple assaults with no or minimal injuries) would be placed on low priority for a response or be handled by an alternative method. Many incidents (lost or stolen property, noninjury traffic accidents) can be documented over the phone for follow-up and processing at a later date or the victim or reporting party can be asked to come to the military police station to make a report at their convenience.

TRAFFIC ENFORCEMENT AND INVESTIGATIONS

4-43. An effective traffic enforcement program begins with highly trained TMCI's. These specially trained personnel are subject matter experts in the laws and methods encompassed in executing traffic programs and conducting traffic accident investigations (see chapter 6 for additional information on traffic enforcement).

4-44. The capabilities of TMCI's and other military police conducting traffic operations can be especially critical in support of contingency operations in an effort to establish civil control. Many OEs are marked by the lack of order and structure. The roadways can be chaotic and hazardous due to congested and inadequate road networks and the lack of traffic control and enforcement. Military police with experience and training in traffic operations can be a critical element within a multifunctional team of engineer, transportation, and other specialties to develop plans and implement solutions to these issues.

4-45. TMCI's can also provide training and mentorship to HN police to develop their traffic enforcement capabilities. Regardless of the environment, TMCI's possess the knowledge and capability necessary to—

- Investigate major and minor traffic accidents (to include those with fatalities or serious injuries).
- Plan traffic control and flow for special events.
- Determine selective enforcement measures required for problematic traffic areas.
- Provide traffic safety education, training, and reports.
- Develop traffic volume and distribution studies.

- Enforce speed and parking limits.
- Provide motorist assistance.
- Provide roadway hazard reports.
- Suppress the frequency of incidents involving driving under the influence and while intoxicated.

CRIMINAL INVESTIGATIONS

4-46. Regardless of the OE, offenses committed against U.S. forces and property degrades military discipline, morale, and operational capabilities. In coordination with federal, state, local, and foreign LE agencies, LE personnel investigate crimes and offenses in support of the commander's effort to protect personnel, resources, and critical assets. Criminal investigations are conducted primarily by military police Soldiers (MPs and TMCs) and USACIDC SAs. (For additional information concerning LE investigations, see FM 3-19.13.)

4-47. In support of HN populations and HN police development and transition activities, Army LE may be required to conduct criminal investigations pertaining to crimes committed by and against HN personnel. They may also be required to train and mentor HN police investigators in an effort to build HN criminal investigations capability and capacity. (See chapter 7 for additional information on building HN police capability and capacity.) Regardless of the OE, criminal investigations conducted by Army LE personnel include—

- Criminal investigations of major incidents involving death, serious bodily injury, and war crimes.
- Investigations concerning customs violations, illegal traffic of controlled substances and other contraband, and black market activity.
- Fraud and economic crime investigations.
- War crimes, human trafficking, and other crimes against humanity.
- Investigations of minor offenses (low-value personal property thefts, simple assaults).
- Juvenile investigations.
- Traffic accidents.

4-48. Even though MPI and USACIDC SAs are typically responsible for criminal investigations of serious crimes, military police LE patrols are, in most cases, the first to respond to a crime scene or incident site and must be prepared to conduct a preliminary investigation to ensure that perishable information and evidence is captured and reported. This initial information can be critical to successful follow-up investigations conducted by MPI or USACIDC SAs. In relatively minor cases, follow-up investigations may be performed by military police LE patrols to obtain additional information or conduct additional interviews or interviews that could not be performed concurrent with the initial-response or other LE requirements.

PRELIMINARY INVESTIGATIONS

4-49. Preliminary or initial investigations begin when the first patrol arrives at the scene of an incident. The preliminary investigation should include—

- Observing and documenting—
 - The general condition of the scene.
 - Activities occurring upon approach and after arrival.
 - Any spontaneous statement or comments by victims, witnesses, or potential subjects.
- Maintaining and protecting the crime or incident scene by—
 - Establishing a protective perimeter around the crime scene.
 - Establishing an access point and briefing area to control and document entry into the controlled area.
- Conducting evidence collection as required.
- Locating and identifying victims, witnesses, or potential subjects.

- Conducting initial interviews with victims, witnesses, or potential subjects, as required, and ensuring that witness statements are properly documented.
- Apprehending subjects as required.
- Completing all required—
 - Patrol reports.
 - Witness statements.
 - Chain-of-custody and evidence documentation.
- Backbriefing MPI and USACIDC SAs, as required, on all aspects of the preliminary investigation and providing copies of all reports, statements, and evidence documentation.

FOLLOW-UP INVESTIGATIONS

4-50. Follow-up investigations are common to obtain additional investigative information for cases and to perform checks on victims, additional interviews, or other LE requirements. They can be conducted by LE patrols for relatively minor cases. The use of LE patrols for follow-up investigations can free MPI and USACIDC SAs to concentrate on more serious investigations. It can also provide a positive image of the organization to the community by demonstrating an involved patrol force. When possible, the same patrol that conducted the preliminary investigation should be used to conduct the follow-up. If this is not possible, the LE patrol conducting the follow-up investigation should thoroughly review any previous documentation of the case to ensure familiarity with the case at hand.

4-51. Follow-up investigations by LE patrols may be directed by the desk sergeant, the patrol supervisor, or the operations section. They can also be initiated by the original responding patrol when required. Follow-up investigations can include additional searches or interviews, the apprehension of subjects, and victim or witness assistance.

INTERVIEWS AND LAW ENFORCEMENT INTERROGATIONS

4-52. Interviews and LE interrogations are a critical tool for Army LE to obtain information from victims, witnesses, and suspects concerning their actions and observations during a crime or incident. They are a means of obtaining testimonial evidence to help in determining what occurred at an incident. Within the context of LE investigations, testimonial evidence is a statement based on personal knowledge or belief that serves as evidence or proof concerning a crime or incident under investigation. To obtain this information, LE personnel ask appropriate questions designed to illicit required information, and determine the truthfulness of the information by observing and interpreting the actions and words of the person being interviewed. Effective interviewing and LE interrogation require an understanding of human nature, good interpersonal communications abilities, and sharp observation skills. This section will provide a description of interviews and LE interrogations, focusing primarily on interviews conducted by LE patrols. Interviews and LE interrogations are covered in detail in FM 3-19.13; the FM is focused on activities by criminal investigators.

4-53. Interviews conducted during LE activities and investigations are less structured than LE interrogations. Interviews are conducted by all LE personnel to gather information and determine facts about a crime or incident. **Interviews are nonstructured discussions, where open-ended questions are asked to determine facts about an incident or crime.** Interviews are characterized by the questioning of a person who is cooperative and freely provides information; they are used for fact finding and are probative in nature. During interviews of potential suspects, reasonable suspicion of guilt may not be established; persons being interviewed are typically not under apprehension and may depart the area at any time. During an interview of a victim, witness, or potential suspect, if a statement is made that raises a reasonable suspicion of guilt by LE personnel that the individual committed a crime, questioning must cease until the subject is advised of their Article 31 and Miranda rights. Interview questions may only continue if the subject waives their right against self-incrimination and legal counsel. This should be documented on DA Form 3881 (Rights Warning Procedure/Waiver Certificate).

4-54. During LE operations, LE patrols conduct interviews to determine as many facts as possible about the crime or incident in question to support the preliminary and any follow-up investigations. LE personnel must know the elements of proof for any crimes that may have been committed to ensure that appropriate

questions are asked and relevant information is obtained. Military police with less experience or knowledge of the elements of proof should seek assistance and guidance from patrol supervisors, squad or team leaders, military police desk personnel, LE investigators, or operations personnel. At a minimum, interviews conducted by LE patrols and investigators should be conducted to answer—

- **Who.** Ascertain the people involved in the incident. This includes victims, witnesses, and potential subjects.
- **What.** Determine what happened during the incident. This includes all major events or actions relevant to the crime or incident.
- **When.** Identify when the incident occurred. Establish the time that the crime or incident occurred, to include a chronology of events leading up to and following the crime or incident in question.
- **Where.** Determine the exact location where the incident occurred. This may include multiple locations.
- **Why.** Identify the cause or motivations for the crime or incident to occur. This is very important during a suspect interview to help determine the motivation and state of mind of the individual.
- **How.** Determine how the crime or incident occurred. Identify events leading up to and during the event; obtain details of specific actions.

4-55. There are several types of interviews conducted by Army LE personnel during L&O operations. These interview types include—

- **Canvas interviews.** Canvas interviews are conducted in the immediate areas surrounding a crime scene or incident site. They are used to obtain information and identify witnesses who may not come forward on their own and who may be able to provide relevant information to aid in the investigative effort. LE patrols may be required to conduct canvas interviews to determine facts about an incident subsequent to the initial response, as part of a preliminary investigation, or in support of LE investigators while they are processing the crime scene or incident site. Canvas interviews do not target specific persons; they target all persons within a specific area around a crime scene or incident site.
- **Field interviews.** Field interviews, unlike canvas interviews, target a particular person seen in an area. These interviews are conducted to find out what a person is doing in an area and to determine their activities. Field interviews are typically initiated upon observation of suspicious activity or due to potential association with a crime or incident. Any information collected during a field interview should be documented and forwarded through operational channels to the operations section for processing. Locally produced field interview cards can be useful to assist LE patrols in obtaining relevant information. Persons identified during field interviews may be contacted later for further interview if crimes are reported later in the area where they were stopped. Patterns of activity can also be identified if the same person is habitually stopped in an area where criminal activity is identified.
- **Victim interviews.** Victim interviews are conducted to obtain specific information concerning the crime or incident that has occurred and resulted in harm to the individual or their property. They are a mechanism to obtain specific details of the incident and determine what crimes may have been committed. Victims are often traumatized and emotionally upset following a crime or incident; care must be taken when talking to victims of physical violence, emotional abuse, or major incidents as their state of mind may be very fragile. For violent crimes or traumatic incidents, responding LE patrols will typically conduct only a brief initial interview and defer in-depth interviews to LE investigators or other trained personnel to conduct a more formal interview.
- **Witness interviews.** A witness is anyone having knowledge of an incident. Witnesses can include eyewitnesses and significant parties, including—
 - **Eyewitnesses.** Eyewitnesses are persons who observe the actual event and have direct knowledge of the crime or incident. Interviews of these persons are critical to verify accounts of victims and suspects. LE personnel must understand that eyewitness recollections of specific events may differ from person to person, depending on their state of mind and experiences.

- **Significant parties.** Significant parties are people having other than direct knowledge or observation of an incident; however, they may have relevant information that can prove or disprove aspects of the crime or incident being investigated. Significant parties may be able to verify or refute an alibi, confirm or refute historical facts about a crime scene or incident site, or may have been witness to and be able to document statements made by an individual involved in a crime or incident (even though they were not present when the crime was committed).
- **Suspect or subject interviews.** A suspect or subject is anyone suspected of committing a crime. Before the interview of a subject, a DA Form 3881 must be completed. The subject and their demeanor at the time will determine how the interview is structured.

4-56. LE interrogations are conducted by trained LE personnel, typically MPI or USACIDC SAs. A **law enforcement interrogation is the systematic effort by law enforcement investigators to prove, disprove, or corroborate information relevant to a criminal investigation using direct questioning in a controlled environment.** An LE investigator conducting an LE interrogation uses an understanding of human nature and natural human responses to obtain information from individuals during questioning in support of an LE investigation. LE interrogations are employed when a reasonable suspicion of guilt is known.

4-57. During an LE interrogation, the subject of the questioning is not free to leave. The interrogation is conducted in a controlled and structured environment using direct, close-ended questions designed to obtain an admission of guilt or a confession. An admission is a self-incriminating statement that falls short of a complete acknowledgement of guilt; a confession results when the whole truth has been disclosed by the subject, including the acceptance of responsibility for their actions. LE interrogations include polygraph examinations by trained and certified USACIDC polygraph examiners. Polygraph examinations can result in LE investigators obtaining confirmation of a reasonable suspicion of a subject's guilt or may result in the investigator eliminating the individual as a viable subject.

SEARCHES AND SEIZURES

4-58. For Army LE personnel to affect legal searches and seizures, it is critical that they understand the definitions of the following terms:

- **Search.** A search is an examination, authorized by law, of a specific person, property, or area for specified evidence or property or of a specific person for the purposes of seizing such property, evidence, or person. A search without probable cause will not be considered by the courts unless it was conducted incident to a lawful exception outlined in the following text.
- **Seizure.** A seizure is the taking of property from the possessor by an authorized person or the restriction of freedom of movement of an individual against their will by an agent of the government. Any item that is reasonably believed to be an unlawful weapon, contraband, or evidence of a crime or that might be used to resist apprehension or to escape may be seized.
- **Probable cause.** Probable cause is a “reasonable belief that the person, property, or evidence sought is located in the place or on the person to be searched” (see Military Rules of Evidence Manual 315[f][2]). Probable cause to conduct a search or seizure exists when there is a reasonable belief that a crime has been committed and that the person, property, or evidence sought in connection with the crime is located in the place (a room, barracks, privately owned vehicle, quarters) or on the person to be searched. To determine if probable cause exists, the authorizing authority must determine that there is a reasonable belief that the person, property, or evidence sought is located in the place or on the person to be searched. The probable cause determination is based on the totality of the circumstances at the search time.
- **Search authorization.** In the military, a search authorization (based on probable cause) may be issued by a competent military authority. A competent military authority includes a military judge, a military magistrate, or a commander “who has control over the place where the property or person to be searched is situated or found” (see Military Rules of Evidence Manual 315[d]).

FOURTH AMENDMENT RESTRICTIONS

4-59. Where there is a reasonable expectation of privacy (with a person, home, papers, effects), the Fourth Amendment will not be violated. The Fourth Amendment to the U.S. Constitution establishes the right to be free from unreasonable searches and seizures.

4-60. The following key criteria need to be considered to determine if there is a violation of the Fourth Amendment:

- **Whether there is an intrusion into an area where a person has a reasonable expectation of privacy.** When determining whether the area intruded upon is an area where one has a reasonable expectation of privacy, courts review the subjective. Did the person have an expectation of privacy in the home, car, footlocker, desk, or other area. The objective is if society is willing to recognize that it is reasonable to expect privacy in that area. Both inquiries need to be answered in the affirmative for the courts to find a reasonable expectation of privacy.
- **Whether the intrusion was effected by a U.S. government official or agent.** The Fourth Amendment does not apply unless there is U.S. government intrusion. Private searches and foreign searches are not covered by the Fourth Amendment as long as the private individual or foreign officials are not acting as agents of the U.S. government. A search may not be unreasonable if it is in an area where a person does not have a reasonable expectation of privacy or the search is conducted by someone who is not a government agent.

Reasonable Search

4-61. A search is not unreasonable when conducted pursuant to a search warrant or authorization that was issued upon a showing of probable cause. Probable cause is a reasonable belief that the person, property, or evidence sought is located in the place or on the person to be searched (see Military Rule of Evidence 315[f]). LE personnel also effect a lawful apprehension or seizure of a person based on probable cause. Once a subject is lawfully seized based on probable cause, the subject's reasonable expectation of privacy, in their person, is diminished and they are able to be searched because of the probable cause supporting the apprehension. Many exceptions exist which allow for searches and/or seizures and do not violate the Fourth Amendment, consent being one of them. A person's consent to search an area means the search is not unreasonable because that person has authority over the area and is inviting LE into the area.

Exclusionary Rule

4-62. Army LE personnel must know and understand the law surrounding the Fourth Amendment and lawful searches and seizures to be effective in their positions. Failure to understand and act according to the Fourth Amendment and subsequent judicial holdings can result in the exclusion of evidence. The exclusionary rule, the court's response to constitutional violations, allows the court to exclude—

- Evidence obtained as a result of an unlawful search or seizure (evidence which violated the Fourth Amendment rights of the accused).
- Any derivative evidence from the original Fourth Amendment violation. Derivative evidence is evidence obtained as a result of the original Fourth Amendment violation, as a product of the violation or as evidence which flowed from the violation, often referred to as *fruit of the poisonous tree*.

Contacts and Stops

4-63. A contact occurs anytime Army LE personnel engage a member of the community. Often, Army LE personnel make citizen contacts to gain further information before determining whether an apprehension is warranted. This begins with simple communications with a person. Army LE personnel can make contact with a person anywhere that Army LE personnel are lawfully present. Under the context of a police contact, the individual contacted is not under any form of detention or apprehension and can terminate the contact and leave anytime. Examples of lawful contacts include questioning witnesses of a crime or warning an individual of hazards within the AO. These types of contacts are reasonable, permissible, and within the normal activities of Army LE personnel and commanders.

4-64. A stop usually occurs after Army LE personnel witness a disturbance, traffic violation, or other incident that violates laws or threatens public safety and order. The communication is similar to the citizen contact communication in that the questioning is administrative in nature. The citizen contact and the stop are not apprehensions. Within the context of a contact, the individual is under no requirement to stay and may depart at will. A stop, while less restrictive than an apprehension, does limit the individual's ability to break contact and leave at will; a stop can be described as a temporary detention for an investigative purpose. Apprehension and detention involve government control over the freedom of movement of a person, although apprehension is based on probable cause and is more permanent in nature.

4-65. At any point in which Army LE make contact with the public, items that are in open view can be seized if identified as contraband. This is known as *plain-view doctrine*. Plain-view doctrine has several key elements. Army LE may seize an item of evidence in plain view if the following elements are met:

- The officer is lawfully in the place from which he observes the item—the officer did not violate the Fourth Amendment in arriving at the place from which the evidence can be plainly viewed.
- The item is immediately recognizable as contraband (meaning no manipulation of that item occurred to determine its contraband nature).
- The item may lawfully be reached from the officer's location. Therefore, an officer must be careful to distinguish between situations in which contraband is observed and may be immediately seized and times when the contraband is observable, but an authorization/warrant must be obtained or an exigency exception is present. For example, seeing contraband through the window of a residence would require, in the absence of an exigent circumstance, a search authorization before that residence could be entered and the contraband seized. However, contraband observed on a table in a residence and room that the officer had been invited into could be seized immediately.

Investigative Stops (Terry Stops and Frisks)

4-66. A Terry Stop (*Terry versus Ohio*, 1968) (also known as an *investigative stop*) is a brief detention of a person when Army LE personnel have reasonable suspicion of criminal activity. Reasonable suspicion is a lesser belief than probable cause, but, like probable cause, is based on the totality of the circumstances. The experience of Army LE personnel; the crime conditions (such as a high crime area); the mannerisms, dress, and activities of the detainee; and the time of day are all factors when considering the totality of the circumstances for a Terry Stop.

4-67. The Terry Stop allows for a frisk of the detainee for the safety of Army LE personnel. However, the frisk is not automatic and should only be performed when there is a reasonable belief that the person is armed and presently dangerous. The frisk does not rise to the level of a body search. A frisk consists of a pat down of the outer clothing; the inner clothing is not touched and personnel should not conduct a pocket search unless a weapon is found. Within the context of LE officer safety and frisks associated with Terry Stops, weapons are defined very broadly. Many objects can be used as and considered a potential weapon, (a screwdriver; scissors; other sharp, heavy, or dense objects). If other contraband is discovered during the conduct of a lawful frisk, Army LE personnel may seize that contraband. The Terry Stop can turn from a detention to an apprehension if probable cause develops that a crime has occurred or will be committed by the detained person.

4-68. If, in the course of a lawfully conducted frisk of an individual's outer clothing, an Army LE officer feels an object with a contour and mass making its identity immediately apparent as contraband, the officer may seize the object. In this instance, there is no unauthorized invasion of privacy; the LE personnel were already acting within established constraints to search for weapons. The contraband may be seized without a formal search authorization and "would be justified by the same practical considerations that inhere in the plain-view context" (see *Minnesota versus Dickerson*, 1993). This action is also known as *plain-feel doctrine*.

4-69. Army LE personnel cannot arbitrarily conduct a search based on a hunch or without proper authority. The following paragraphs describe the requirements to conduct a search, whether granted by an authorization or by consent of the individual having control over the area or property to be searched.

AUTHORITY TO GRANT A SEARCH

4-70. To conduct a legal search, a search authorization must be provided. A search authorization is an express permission, written or oral, issued by a competent military authority. The military authority must be an impartial individual who is a commander, a part-time military magistrate, or a military judge. The commander must be an officer in charge or hold a position of command over the place where the property or person is to be searched or seized. A part-time military magistrate is a neutral and detached impartial judge advocate who received appointment from a senior military judge. The military judge is also authorized to grant a search authorization but will typically be used as an authority of last resort. After a proper search authorization is granted, Army LE has the authority to conduct the search, within the parameters or scope of the authorization, and to seize any evidence found as a result of the search.

Scope

4-71. A search authorization is limited to the scope of the person, place, or things to be searched. This means that the person conducting the search must carefully comply with the limitations imposed by the authorization. Only those locations described in the authorization may be searched, and the search may be conducted only in areas where it is likely that the object of the search will be found. For example, if personnel have the authority to search the quarters of a suspect, a parked car near the quarters may not be searched. Likewise, if the authorization states that a computer is being sought, areas unlikely to contain the computer may not be searched (such as a jewelry box). The limits of the search authorization do not prohibit the seizure of evidence consistent with plain-view doctrine.

Searches Not Requiring a Search Authorization

4-72. Although the general rule is to obtain a search authorization, there are instances when a search authorization is not required. The following searches are exceptions to the search authorization requirement:

- **Consent search.** A search may be conducted of any person or property as long as lawful consent is given. A person can always consent to search their own person or property, unless that person no longer has control of the property. A person in control of property, but who might not own it, can also give consent to a search of that property. Consent can be withdrawn anytime; Army LE personnel must then stop the search and get proper authorization if the search is to continue. Ideally, the consent to search should be obtained in writing.
- **Search incident to apprehension.** When a person is lawfully apprehended, that person and the surrounding area can be searched. The search may be conducted for weapons or destructible evidence. The surrounding area of the person consists of the area within immediate control and the area in which the person being apprehended could reasonably reach with a sudden movement to obtain a weapon or evidence. This immediate control area can be anywhere, to include a vehicle. To search a vehicle incident to apprehension, the apprehended person must be in reaching distance of the passenger compartment or it must be reasonable to believe the passenger compartment of the vehicle contains evidence related to the offense of the apprehension. This search **does not** include the trunk or the engine compartment.
- **Operable vehicle search.** An operable vehicle may be searched if there is probable cause that the vehicle contains evidence of a crime. Key to this exception is that it would be impractical to obtain a search authorization under the circumstances. The elements of probable cause and exigent circumstances that make obtaining a search authorization impractical must be present. The scope of the search is not limited to the interior of the vehicle, but may include the entire vehicle. The vehicle must be one that a reasonable person would believe to be operable. Clear indications of an inoperable car would be if there was no motor or the car was on blocks. This search exception is different from the search incident to apprehension in that Army LE personnel must have probable cause of a crime above and beyond that of the probable cause to apprehend.
- **Hot pursuit.** Under exigent circumstances, Army LE personnel may enter an area normally requiring a search authorization (a residence, barracks room, office) to detain or apprehend a subject. A subject committing a crime (or located by Army LE personnel in a public area) that is

wanted for a previous offense can be pursued into a private area if he flees to avoid detention or apprehension.

- **Medical emergencies.** When there is a valid medical emergency, Army LE may take necessary actions to preserve the health of personnel. For example, if an LE patrol finds an unconscious person, that person may be searched in an attempt to find some identification and determine the cause of his condition.
- **Crimes in progress and/or destruction of evidence.** Observations of a crime in progress warrant immediate action. Army LE personnel may enter a home or vehicle without a formal search authorization. For example, an Army LE patrol moving through a neighborhood hears screams for help emanating from a residence. Taking time to obtain a search authorization to enter the home could result in serious injury or death to the victim; no formal search authorization is required. LE personnel with requisite probable cause may take immediate action during these incidents to secure evidence in the immediate area that is in danger of being destroyed.

INSPECTIONS

4-73. An inspection never requires probable cause and, at times, can be more intrusive than a search. A commander may not use a health and welfare inspection as subterfuge to avoid the requirements of a probable cause search. Although suspected criminal activity (such as suspected drug use) may form part of the basis for a health and welfare inspection, the primary purpose must remain the military fitness and discipline of the unit as described earlier. One key aspect of an inspection is that all inspected individuals are subject to the same level of scrutiny during the course of an inspection. Evidence that is obtained lawfully during a health and welfare inspection may be used for criminal prosecution.

4-74. An inspection is an examination of the whole or part of, a unit, organization, or installation. This includes an examination at the entrances and exits of an installation. The primary purpose of the inspection is to determine and ensure the security, military fitness, and good order and discipline of the unit, organization, or installation to be inspected. The inspection is also a lawful procedure to determine the fitness of an individual Soldier and is often conducted in the way of a urinalysis exam. Other examinations include—

- **Inspections upon entry to or exit from an installation.** A commander of a U.S. military installation may authorize appropriate personnel to search persons or the property of those persons as a prerequisite for entry or exit to any post, camp, station, or base. Any individual refusing the search can be denied entry. This inspection or search can include the entire vehicle (including the trunk and engine compartment) or any containers in the subject's possession. The inspection or search cannot be conducted for the primary purpose of obtaining evidence of crimes to be used in courts-martial or other disciplinary proceedings. If evidence is found during an inspection where the purpose was for the security of the unit, that evidence can be used against the person.
- **Health and welfare inspections.** A health and welfare inspection is an inspection of an area in the commander's control. The primary purpose of such inspections is to ensure the security, military fitness, or good order and discipline of the unit. A health and welfare inspection cannot be used to find specific evidence that can later be used in a court-martial proceeding. If the commander is aware of possible criminal activity, then a search based on probable cause must be authorized by that commander or other competent authority.
- **Urinalysis inspections.** A random or 100 percent urinalysis inspection is permissible, if it is for the military fitness of the unit. If the sole purpose of the inspection is to obtain evidence of a crime, that evidence cannot be used against the person. If evidence of a crime (the use of an illegal substance) is found during the urinalysis inspection, that evidence can be used against the person. Urinalysis inspections must be conducted according to ARs and unit policies.

INVENTORIES

4-75. Inventories are conducted according to the appropriate regulations mandating them. The purpose of an inventory is administrative. The purpose is not to determine whether there is evidence of a crime, but to

maintain accountability of government property, place pecuniary liability on those responsible for loss of government property, or account for the personal property of an individual placed in custody. If weapons, evidence, or contraband are discovered during a lawful inventory, that evidence may be seized and used as evidence in a subsequent court-martial proceeding. As with an inspection, an inventory cannot be conducted as a ruse for a search.

CONSIDERATIONS DURING LAW AND ORDER SUPPORT TO HOST NATION POLICE

4-76. Army LE personnel conducting L&O operations that support HN police and establish a criminal justice system operating under the rule of law must learn the specific legal requirements and constraints associated with the HN legal system. In countries experiencing civil unrest or those without an existing governing body, the laws of governing international bodies may take precedence. As HN capability and capacity is established, the control of LE and policing responsibilities transition to HN control; the HN legal system then becomes the standard for conducting all LE activities. Other nations will likely have different legal authorities and restrictions based on their system of government, political ideology, and culture. HN police must be contacted immediately in the event that a local national is under suspicion of having committed a crime or is found in possession of an illegal item on a U.S. base; laws of the HN may apply. It is critical that procedures for dealing with HN personnel are understood and enforced. Military police and USACIDC commanders must coordinate with the geographic combatant commander staff and consult with their supporting SJA to ensure that they—

- Understand the specific authorities and constraints of the HN legal system.
- Understand the timelines for transition to the HN system.
- Train their Soldiers and USACIDC SAs adequately to ensure that they fully understand HN authorities and constraints.
- Can advise non-LE U.S. military elements as required.
- Can train, mentor, and monitor HN police forces to ensure compliance with legal constraints within their systems.

APPREHENSION BY ARMY LAW ENFORCEMENT

4-77. Apprehension is the taking into custody of a person. It occurs when a government official causes a person to lose the freedom of movement. A lawful apprehension must be based on probable cause. Probable cause to apprehend is a reasonable belief that a crime has been committed and that the person to be apprehended committed the offense. Military LE personnel, including military police Soldiers; DA civilian LE personnel; USACIDC SAs; and all commissioned officers, warrant officers, and NCOs are authorized to apprehend.

GENERAL GUIDELINES

4-78. An apprehension may be made anyplace on an installation, without an authorization, as long as there is probable cause; the exception for apprehension is in the private dwelling of the person to be apprehended. If an apprehension is required in a private dwelling, proper authorization must be obtained from a competent legal authority (an installation or garrison commander, a military magistrate, or a military judge). Apprehensions within a private dwelling not on a military post, camp, or station require authorization by civilian authority (a civilian judge) and are typically executed by civilian LE. A private dwelling is any single-family home, duplex, or apartment—this does not include the barracks. Exceptions to the requirement for search authorizations are discussed within the search and seizure text in this chapter.

4-79. Army LE personnel must be prepared to take immediate coordinated action at the scene of a crime or during an investigation. This action often involves making an apprehension. An apprehension is the taking of a person into custody and is the equivalent of arrest in civilian terminology. The need to apprehend an offender can occur with little warning. Army LE personnel must be familiar with apprehension policies and regulatory directives and use of force, handling and custody of evidence, and crime scene protection procedures. Apprehension policies and procedures must be clear and described in written guidance. These procedures must be trained and rehearsed on a recurring basis and given the same degree of training as other LE skills. FM 3-19.13 describes custody of evidence and crime scene procedures.

JUVENILE APPREHENSIONS

4-80. Juvenile offenders may be apprehended on U.S. military posts, camps, and stations by Army LE personnel. The authority of Army LE personnel regarding juveniles not subject to the UCMJ is derived from the installation commander's inherent authority to maintain order on the installation. Upon apprehension, Army LE personnel will follow normal apprehension procedures and will notify juveniles of their legal rights and the offense for which they are apprehended. This procedure typically occurs in the presence of a parent or legal guardian. Parents or guardians must be advised of the juvenile's rights and the offense for which they are apprehended. Parents or guardians must be notified of the apprehension immediately upon arrival at the L&O operations center.

4-81. After the military police duty officer or duty investigator has conducted an initial interview, the youth will typically be released to the parents or guardian. If a major offense is involved (rape, armed robbery), the initial interview is deferred to USACIDC SAs or other appropriate authorities maintaining jurisdiction. In cases where the offense or condition of the offender is serious enough to warrant detention, the juvenile will be released to civil authorities. (See FM 3-19.13 for a more detailed discussion on interviewing juveniles.)

4-82. The military police desk blotter will not contain any identifying information for juvenile offenders. This includes names of juvenile subjects, their parents or sponsors, or addresses. Protected identity also applies to the juvenile victims of such offenses as rape or child molestation. (See AR 190-45 for detailed procedures. The desk blotter must indicate that the person is a minor with protected identity.)

REPORT WRITING

4-83. An important tool in support of enforcement measures is the written reports of the military police Soldiers and USACIDC SAs. It is essential that these reports are well written and accurately reflect the facts of an incident. Military police reports provide police information critical to police intelligence activities and are an important contributing factor in the successful prosecution of criminals. Poorly reported incidents may result in inaccurate or insufficient information that does not support LE and police activities and can severely jeopardize criminal investigations.

4-84. A report of the investigation is an official record of all pertinent information disclosed through the conduct of an LE response and subsequent criminal investigation. It is prepared by the responding unit and forwarded through the appropriate channels. Reports are written and submitted to—

- Provide an official record of relevant information.
- Provide the commander and the SJA or trial counsel with the facts surrounding the alleged offense.
- Identify the alleged perpetrators, witnesses, and victims or complainants.
- Pinpoint event times.
- Identify the location of the incident.
- Identify offenses and activities relevant to the incident.
- Identify evidence and the location where it was found.
- Provide data for statistical purposes, analysis, and development of enforcement measures.
- Use for future court testimony.

4-85. A report of an incident is an objective statement of responding LE personnel. The report can be completed by military police Soldiers, DA civilian police, or USACIDC SAs. When writing a report, personnel should—

- Organize all notes. Categorize and evaluate items of evidence and background information. Once this takes place, the report is ready to be written.
- Write the report to present a word picture in a chronological manner.
- Write the report clearly, concisely, and with grammatically correct language, emphasizing proper spelling and accurate punctuation. Avoid the use of slang and informal language unless they are direct quotes from a person associated with the incident or report.

- Include all facts relevant to the investigation. This includes details that will prove or disprove facts surrounding the alleged offense. Do not dismiss information that is felt to be inadmissible as evidence at a trial. Include mitigating circumstances related to the case.
- Identify each person related to the investigation, to include the responding patrol and investigator (see DA Form 3975 [Military Police Report] for the required fields of information). Remember to protect entries concerning juveniles.
- Verify the report information to the fullest extent possible by conducting interviews of those associated with the incident, including witnesses and bystanders.
- Ensure that the report is complete and answers the questions: who, what, where, when, why, and how. While brevity is desirable in report writing, do not sacrifice accuracy and completeness.
- Review the report for the above information before submitting it through appropriate channels (desk sergeant, operations).

COURT TESTIMONY

4-86. LE personnel frequently engage in activities that may require them to testify before a court, board, or administrative hearing. While LE investigators are routinely required to provide court testimony regarding criminal cases, LE patrol personnel may also be required to testify regarding their response to an incident, observations, actions, and support to the investigative process. FM 3-19.13 provides additional information regarding testimony before courts, boards, and administrative hearings during judicial and nonjudicial procedures.

4-87. LE patrol personnel should approach every call with an understanding that they may be required to appear before a court, board, or administrative hearing to describe their observations and actions at the crime scene or incident site. The best way to ensure preparedness is to take detailed notes and produce complete and thorough patrol reports that clearly and concisely capture as many relevant details of the LE response as possible. These notes and reports should be recorded as soon as it is safe and practical to do so, given the environment and specific characteristics of the LE response in question. Detailed notes and reports can effectively assist in the recollection of specific facts about an incident or event.

4-88. LE personnel should take notes in a timely manner to ensure that their observations and understanding of the incident, their actions, and the actions of others are accurate and verifiable before being entered into a record or report. Although accurate and timely fact finding is essential to sound police practices, LE personnel should never jeopardize the safety of personnel or the success of an ongoing police activity simply to record data.

4-89. If required to testify before a court, board, or administrative hearing, LE patrol personnel should address the following requirements and general guidelines:

- **Preparation.** Ensure that—
 - Military police reports (including associated statements and evidence) documentation are reviewed before providing testimony to ensure an accurate recollection of the incident.
 - Inexperienced LE personnel seek advice from experienced personnel, including trial counsel if appropriate, to ensure an adequate understanding of the procedure, the layout of the specific court or hearing room, and any advice regarding what to expect. This allows adequate mental preparation before the court, board, or administrative hearing appearance.
 - Practice with SJA representatives is conducted, when possible, in a mock court training scenario that seeks to create the conditions of a court room or official hearing.
- **Professionalism.** LE personnel should—
 - Look like professionals. Uniforms or civilian clothes should be pressed and clean. Any LE gear worn should be clean and free of debris. Personal hygiene should be of the highest standards.
 - Avoid appearing with anything in their mouth when testifying. This includes chewing gum, candy, tobacco, snuff, or toothpicks.
 - Avoid sunglasses or exceptionally trendy glasses.
 - Be courteous and respectful to the parties involved in the proceeding.

- **Confidence.** LE personnel should—
 - Be confident and look confident. LE personnel should project the appearance that they have been in a courtroom before; if this is not the case, a visit to the court or hearing room should be coordinated before the proceeding to familiarize them with the surroundings. A reconnaissance of the courtroom or hearing room before testimony can help build confidence by eliminating surprises associated with unfamiliar surroundings. LE personnel should understand who will be participating in the proceedings during testimony and where they will be seated. These actions can help LE personnel feel at ease as they enter the room. This is especially important for personnel with minimal courtroom experience.
 - Stick to facts. LE personnel should avoid providing opinions, speculation, or unqualified testimony. This can damage the case and the credibility of the individual LE officer as a witness. If asked a question that is unclear or not understood, they should request clarification. If the answer to the question is not known by the LE officer providing testimony, they should simply state, “I don’t know.”
 - Make eye contact and speak clearly in a volume that allows everyone in the room to clearly understand. This will help LE personnel communicate effectively and create a favorable impression with the panel or judge regarding their candor and honesty. Mumbling gives an appearance that the individual providing testimony is unsure and unconfident.
- **Technical language.** Avoid the use of jargon or technical language. If jargon or technical language is used, the terms should be explained, LE personnel should never assume persons within the proceeding will understand LE-related terms or jargon.
- **Technical procedure.** LE personnel often use techniques or equipment requiring specific procedural responses or methodology in application. If the LE personnel uses or employs a police procedure of a technical nature in any part of their testimony, they should be prepared to articulate the rudiments of that process or procedure in basic terms to the level of expertise required for the safe and effective use of the technique or equipment.

Chapter 5

Police Engagement

Police engagement is a cornerstone to successful long-term police operations. Successful police organizations interact with and gain support from most of the population they serve. This holds true for civilian and military forces. Military police and USACIDC elements conduct police engagement in all environments, supporting posts, camps, stations, and contingency operations. Police engagement occurs, formally or informally, anytime military police and USACIDC personnel interact with area residents, HN police and security forces, media personnel, and any of the numerous other venues that allow military police to gain and share information about threat and criminal activity within an AO. Information obtained through police engagement must be collected, analyzed, and distributed in a timely fashion to be of maximum value to commanders, Soldiers, and the mission.

MILITARY POLICE OPERATIONS

5-1. *Inform and influence activities* are the integration of synchronized themes and messages from two lines of effort with actions to support full spectrum operations (FM 3-0). Army commanders use these activities to inform and educate internal and external audiences and to influence the behavior of target audiences. They use inform and influence activities to achieve local effects while ensuring that their activities and plans support and complement their higher headquarters, available strategic communication guidance, and applicable U.S. policy. Inform and influence lines of effort are supported by several capabilities, including public affairs, military information support operations, military deception, and Soldier and leader engagement. FM 3-0 provides a detailed explanation of these lines of effort and associated capabilities. Military police and USACIDC commanders and Soldiers employ inform and influence activities relating to L&O operations in the form of police engagement to inform and influence audiences and achieve the desired effects relevant to L&O operations.

5-2. Police engagement is a type of Soldier and leader engagement specific to L&O operations. It is conducted by military police and USACIDC personnel to engage local, HN, multinational police partners; police agencies; civil leaders; and local populations to pass and obtain critical information relevant to L&O and policing operations to influence internal and external audiences. Police engagement enables successful L&O operations and can influence broader military operations or affect an AO. The goal of police engagement is to develop routine and reliable networks and relationships through which police information and police intelligence can flow to military police and USACIDC personnel and into the operations process. Police engagement is conducted—

- Between LE agencies.
- With non-LE organizations.
- With the general population.

5-3. Police engagement is an activity with two distinct purposes. It is used to inform the populace or other agencies and organizations of specific data points and themes in an effort to persuade the population; mitigate potential or occurring discontent or animosity; provide advanced notification of program, policy, or procedural changes to mitigate potential problems; or gain support and develop a sense of community involvement. Police engagement is also a means to interact with, and gain valuable information from, the population or other agencies and organizations. It is enhanced by regular contact and the subsequent development of trust. Based on the tactical situation and other requirements, police engagement can be formal or informal.

5-4. Formal police engagement is generally conducted as part of a deliberate military police or USACIDC Soldier and leader engagement strategy to gain support or information or to convey a message. This activity requires preparation, coordination, and proper reporting after a police engagement activity. Through formal police engagement, military police and USACIDC personnel interact with and influence a wide range of personnel and organizations (HN or multinational police, civil leadership, other governmental agencies, nongovernmental agencies). In any situation, it is essential that information and data exchanged are accurate and consistent with the informational themes and operations they represent.

5-5. Informal police engagement is more widespread and less directive in nature; however, it is no less important to the overall success of the mission. This level of engagement can occur dozens of times during a single mission or shift. It is not constrained by location, prior coordination, or resources. Every time military police Soldiers and USACIDC SAs interact with personnel outside their organization, they conduct an informal police engagement. By building a rapport with the community, military police Soldiers establish avenues to obtain police information.

5-6. During military police operations, military police conduct police engagement in support of posts, camps, stations, and contingency operations across the spectrum of conflict. It is important for military police Soldiers to establish avenues to obtain police information and rapport with the HN community during deployments. It is equally important to establish open communications with populations around posts, camps, and stations, to include civilian communities and local LE organizations. Operations within a foreign OE typically add layers of difficulty to police engagement due to language and cultural differences, possible animosity by HN police, and potential dislike for the United States based on current geopolitical and ideological factors.

5-7. Commanders set the priorities and goals, and resource for, police engagement activities. Individual military police Soldiers and teams interacting with the population conduct the bulk of police engagement. During formal and informal police engagements, military police leaders and Soldiers maintain a deliberate focus and commitment to identifying criminal actors, crime-conducive conditions, and other criminal or policing factors that could affect an area or threaten the short- or long-term success of operations. Information and interaction resulting from police engagements should be reported to the staff through the chain of command at the conclusion of the mission. This can be done through verbal backbriefs, written patrol reports, automated databases, or other reporting mediums. The information can then be evaluated for further dissemination, analysis, and action (as required). If valuable information is identified, an informal police engagement can quickly transition to a deliberate collection effort.

PLANNING AND COORDINATION

5-8. Planning, information collection, analysis, and decisionmaking are key elements of police engagement. The protection of LE-sensitive information and dissemination of actionable information are central tenets that are maintained throughout police engagement operations. Effective police engagement relies on the balance between making information available and the ability to protect information that may be sensitive or proprietary or that may compromise ongoing LE, intelligence, or military operations and methods if disclosed.

5-9. Military police and USACIDC personnel employ multiple engagement considerations before and during police engagements. The preparation for collection efforts is subject to reviews and revisions as new situations emerge and additional knowledge is obtained. The ability to redirect the focus of police engagement and develop new avenues for information flow is a key strength, trained and honed by military police and USACIDC personnel during the conduct of LE missions supporting operations on posts, camps, and stations. This action provides the commander with a valuable trained asset for use during deployments. Military police Soldiers are trained to incorporate the following:

- **Background.** As part of an initial mission analysis (whether the mission is preparing for routine patrol in support of L&O operations on a post, camp, or station or to conduct a series of province-wide cordon and search operations), military police and USACIDC personnel consider previous experiences (missions in the area or similar missions in other areas), the authority for the mission, and the intent of the mission. Although these preparation operations normally involve predetermined objectives (crime prevention, traffic control, security reinforcement),

military police and USACIDC personnel are flexible in their dealings with the populace, transitioning immediately from one mission set to another as situations develop.

- **People.** During meetings and discussions, military police identify and/or reference designated sources using a variety of means, including names, positions, organizations, and biometrics. The results of previous engagements and the agendas of individuals or groups in similar positions could prove beneficial to future operations.
- **Meeting preparation.** A primary source of information before a formal police engagement may include police information and intelligence, intelligence summaries, updates, and reviews of current command information themes and messages. Military police and USACIDC personnel conducting police engagement should also review the current collection plan for existing information and intelligence requirements. These sources may provide the latest information from political and/or cultural advisors. When dealing with HN or multinational officials, the protocol office and SJA can provide information regarding proper gift exchanges and other similar types of situations.
- **Adjacent unit coordination.** Military police and USACIDC personnel frequently have boundaries that encompass two or more unit AOs. When military police elements cross these boundaries, care must be taken to ensure that the owning unit is aware of the element's presence and mission. Not only is this coordination important to address safety and security concerns, but military police must also ensure that the police engagement is nested with the maneuver commander's information plan and operations. Coordination in support of posts, camps, and stations includes coordinating with civilian LE in the event that military police or USACIDC personnel need to conduct operations outside the installation.
- **Interpreter support.** One key to successful operations is experience and rehearsal with assigned interpreters. Interpreter support will be required in most operations outside the United States and may be required in some civil support operations. Care is required to ensure that interpreters translate verbiage as close to verbatim as the language and culture allow. Most interpreters are contracted HN or third-country nationals. There is generally a limited number of U.S. Soldiers and contracted U.S. citizens available who have the appropriate language skills required to serve as interpreters.
- **Uniform and equipment requirements.** Although basic uniform, protection, and equipment requirements are often in place (especially during operational deployments), it may be productive to review these requirements before police engagement missions. A risk assessment may indicate that lowering individual uniform requirements (body armor, protective gear) during meetings with HN police or civic and religious leaders will maintain adequate protection while allowing a better flow of information and connection between the parties present. At other times, recording devices may be used, overtly or covertly, to ensure that all conversations are accurately captured. Care is required to ensure that these operations comply with U.S. and HN laws.
- **Postengagement follow-up operations.** Timely summaries to stakeholders are critical to ensure that information collected is appropriately disseminated, proper analysis is conducted, information gaps are identified, and collection plans are updated for future engagements. Care must be taken to ensure that information dissemination restrictions are followed. When conducting L&O operations involving U.S. persons, military and other intelligence organizations must operate under significant constraints. LE agencies may make information LE-sensitive, effectively restricting it to LE personnel. Military police and USACIDC personnel must be familiar with legal and regulatory constraints on LE information (see ATTP 3-39.20).

PLANNING CONSIDERATIONS

5-10. Formal and informal police engagement, is critical to effective military police operations. It provides a means to gain support within the community, develops positive relationships and a sense of trust with the population and other organizations (LE and non-LE), and relays important safety and protection information relevant to L&O operations. Information obtained through police engagements can be critical to effective L&O operations and, within a contingency environment, support Army operations by providing timely and relevant information to the operations process and integrating processes (intelligence

preparation of the battlefield, targeting; intelligence, surveillance, and reconnaissance synchronization; composite risk management; and knowledge management). (See FM 3-0 and ATTP 3-39.20 for additional information on the operations process and the integration of police information.)

5-11. When planning for police engagements, commanders, PMs, and staffs must ensure that relevant information and intelligence requirements are provided to military police and USACIDC Soldiers. These Soldiers must understand the requirements and the intent. This includes elements on deliberate collection missions and other missions. Many times, chance encounters with the public or other officials can provide police engagement opportunities, thus resulting in the spontaneous presentation of information relevant to intelligence requirements. These informal contacts can also result in the collection of exceptional information that can affect operations. *Exceptional information* is information that would have answered one of the commander's critical information requirements if the requirement for it had been foreseen and stated as one of the commander's critical information requirements (FM 6-0).

5-12. Many times, imparting information regarding L&O operations—including LE and policing initiatives, public safety information, and public service communications—is necessary. The PM or military police commander may want to conduct a police engagement to educate and calm the public following a specific event or series of events; gain public support for specific investigations or general LE initiatives; or provide advance notice of upcoming events, initiatives, or other potential changes to the AO that affect the community. PMs, military police commanders, and their staffs must deliberately shape the message they want to portray to the population.

5-13. Specific talking points developed in advance of a police engagement can help all military police and USACIDC personnel deliver a consistent message to the public. Talking points regarding L&O topics and other military operations may be issued by a military higher headquarters or other Army LE organization. Civilian agencies, including LE organizations working with the U.S. military, may also issue talking points. Military police and USACIDC elements ensure that information is coordinated and synchronized with higher and supporting elements so that there is no conflict in the message or compromise of protected information.

Individual Motivations

5-14. Military police should be aware of underlying motivations that may drive persons to interact with military police and USACIDC Soldiers and provide information. While conducting L&O operations in support of posts, camps, and stations, persons may be motivated to pass information to military police due to a sense of duty or justice. The military culture is based on values that encourage a sense of duty, honor, and doing what is right. This is beneficial when policing military communities. Others may come forward because they may be complicit in criminal activity and are cooperating in hopes of receiving leniency. Some may seek to obtain revenge against an individual that has done something (real or perceived) to slight, hurt, or anger them. These are but a fraction of the possible factors that may motivate members of a population to come forward with information.

5-15. Some of the same motivations discussed in the previous paragraph may be relevant, within contingency operations overseas. However, HN personnel may have different motivating factors for interacting and cooperating with military police and USACIDC Soldiers specifically and with U.S. forces in general. When military police interact with the HN population, individual sources may be influenced by—

- Feelings of support for overall U.S. goals. This support may stem from a desire to help their country by assisting U.S. forces or a desire for justice, fear, desperation, or revenge. Individuals may provide false information to extract revenge or gain an advantage. Victims may see the United States as a liberating force and protector.
- A hope for money or support. Motivations of self-interest (such as a fear of criminal, terrorist, or insurgent elements) may cause victims to seek out U.S. or other multinational forces.

5-16. In all environments and circumstances, military police (commanders, staffs, and police intelligence analysts) must be cognizant of the potential motivations behind individuals providing information and their track record of reliability in reporting information on the enemy or criminal threat. The corroboration of all information is required, especially if it may lead to detention, the use of force, or other targeting.

Public Affairs and the Media

5-17. The command or installation public affairs office can be extremely important. They assist in scheduling and preparing for media interactions and will usually accompany military police and USACIDC leaders and Soldiers to interviews. All Soldiers need to understand that the media will publish articles about events when Soldiers are involved. Although the coverage may not always be complimentary, a leader's job is to ensure an accurate and fair presentation. Public affairs personnel monitor local media outlets for stories and citizen concerns. In overseas environments, they may employ HN citizens or other personnel with knowledge of the language and culture who cannot only translate articles, but can also explain the significance of terms, slang, and political displays.

5-18. The OE can change rapidly. Singular events may cause sudden or violent shifts in public sentiment. These events may occur within or outside the affected AO. Civilian media outlets can be key sources of information for identifying and assessing changes in public sentiment, the geopolitical climate, or ideological trends. Monitoring these venues can help commanders and staffs develop police engagement strategies. Individual Soldiers may become spokesmen or media symbols based on single events, photographs, or statements. This can occur during LE activities that support posts, camps, stations, or contingency operations.

Cultural and Religious Considerations

5-19. In some instances, especially within HN environments overseas, cultural and religious differences, convictions, and traditions will heavily influence how individuals within some cultures interact with military police or other Soldiers. Some cultures take significant time to build relationships and trust. They may require periods of small talk and general discussion before engaging in critical discussions and decisionmaking. Many cultures see our desire to get straight to the point of business and eliminate niceties as rude. In some cultures, only the eldest male can speak for the group and women may not be allowed to speak to men outside their immediate family. These situations can be significant barriers to effective communication. Military police and USACIDC Soldiers must understand and shape their police engagement methods to overcome cultural and religious barriers. The use of female military police or USACIDC personnel may facilitate reaching some elements of the population that are otherwise unavailable to male Soldiers.

5-20. Chaplains, although not normally a part of specific military police operations or investigations, can often provide insight into the religious customs that may discourage an individual from cooperating with military police. There is typically no requirement for an in-depth understanding of all facets of a religion or culture, but simple rules of behavior and how to interact and ask questions may be extremely helpful.

COORDINATION ACTIVITIES

5-21. Coordination with other agencies, units, and organizations (other governmental agencies and nongovernmental organizations) operating in the area is critical to successful police engagement strategies. Deliberate police engagement strategies should be coordinated and synchronized with associated stakeholders, units, and organizations operating within the AO. In many formal venues, these stakeholders may participate with military police and USACIDC personnel. For example, town hall meetings scheduled to discuss problems within a community may include representation from other LE agencies, local government officials, unit commanders, and community leaders. Coordination with other stakeholders and elements in the AO also ensures that supporting interests are not damaged by information disseminated by military police or USACIDC personnel. The public affairs office will typically work to ensure that talking points and strategic communication themes are published and synchronized. They can also assist in modifying or framing a specific message or talking point to mitigate conflict with other friendly efforts.

5-22. Training events with HN security forces can be used to instill esprit de corps, which often results in an increased capability, function, and desire to work with U.S. forces. Common equipment, uniforms, weapons, and tactics can contribute to a more consistent interaction between forces. Early in Operation Iraqi Freedom, planners decided to design Iraqi police uniforms with brassards. To match these uniforms closely with the U.S. military police Soldiers and for easy identification by U.S. Soldiers, Iraqi Police were provided with "IP" brassards to signify their country. While considered a logistical function at face value,

the action was also a deliberate police engagement strategy designed to build camaraderie and develop a sense of cooperation and teamwork between military police units and the supported HN personnel and Iraqi police.

5-23. Visitors to theater internment facilities provide opportunities for military police Soldiers to conduct police engagement operations at the individual level. Themes and agendas should be carefully vetted with higher headquarters information operations to ensure that they are nested and consistent with facility SOPs and command guidance. All visitors to theater internment facilities are considered potential voices back to the local community reference the level of care and security provided by U.S. forces. Visitors are also potential sources of information for U.S. forces. Family members visiting theater internment facilities generally avoid contact with U.S. forces due to fear and social pressure. Where possible, certain aspects of visits should be designed to lower those preconceptions and afford opportunities for information flow (see FM 3-39.40).

COLLABORATION AND FUSION

5-24. Effective collaboration and fusion are designed to communicate actionable information on threats and incidents and information pertaining to the OE to enhance situational awareness and situational understanding and maximize the ability to assess risks and execute plans to mitigate emerging threats. Networks are developed to enhance the exchange and collaboration of police information. The effective implementation of a network is based on active participation by military, government, and private sector security partners in robust multidirectional information sharing. When organizations are provided with a comprehensive picture of threats or hazards in the OE and participate in ongoing multidirectional information flow, their ability to assess risks, make prudent security decisions, and take protective actions is substantially enhanced. Similarly, when military police and USACIDC personnel are equipped with an understanding of the information needs of other military and civilian organizations, they can adjust information collection, analysis, synthesis, and dissemination activities accordingly.

5-25. An information-sharing approach constitutes a shift from strictly hierarchical to a networked model, allowing distribution and access to information, vertically and horizontally, and the ability to enable decentralized decisionmaking and actions. The objectives of the network approach are to—

- Enable secure multidirectional information sharing that focuses, streamlines, and reduces redundant reporting.
- Implement a common set of communications, coordination, and information-sharing capabilities.
- Provide a robust communications framework tailored to specific requirements.
- Provide a comprehensive common operating picture that includes timely and accurate information.
- Provide timely incident reporting and verification.
- Provide a means for the integration of state, local, tribal, and private sector security partners in the intelligence cycle as appropriate.
- Protect the integrity and confidentiality of sensitive information.

5-26. Regardless of the OE, subtle influences will create variations in network membership. The availability of agencies within the local OE, the varied personalities of organizational leaders, and cultural or operational differences between agencies are factors that may influence membership participation and team dynamics.

5-27. Military police and USACIDC personnel may develop networks anywhere in support of posts, camps, and stations or in specific AOs during contingency operations. Standardization provides a platform for tailoring staff, providing institutional training, and selecting the most appropriate resources (automation, other emerging technologies). The successful development of networks can increase cooperation between local agencies and provide a mechanism for developing local, regional, national, or international networks to enable information sharing.

NETWORK PARTICIPANTS

5-28. A network should be tailored to meet the realities of the OE, and it is influenced by such factors as threat assessment, information and intelligence requirements, and the specific needs of participating agencies. A network will generally consist of agencies located within the immediate OE. Internet connectivity and functional networks have expanded the number of agencies that can participate in local networks. This is particularly important when specialized capabilities are required to fill capability gaps supporting operations within the AO. If particular agencies are not represented in the local environment (for example, FBI or Drug Enforcement Administration field offices, military intelligence, or HN LE), military police and USACIDC personnel can add them to their network by leveraging another LE network or making direct contact with the agency using Internet-based intelligence services.

5-29. A network will typically have a core of regular participants. Relationships beyond the core participants can fluctuate based on numerous factors (specific circumstances, operations, incidents). Relationships will continue to develop, and the number of core participants may increase as bonds are strengthened through joint ventures and as agencies expand their own operating networks. The missions and priorities of individual organizations will greatly affect personnel participation and the level of sharing.

5-30. A comprehensive communications system to support the network will ensure uninterrupted contact between elements when necessary. Contact lists for all agencies should be disseminated throughout the network and routinely checked to validate less frequent contacts and maintain personal working relationships. It is desirable that agencies have compatible communications systems for routine support (ATTP 3-39.20 provides additional information on establishing networks). There are significant restrictions regarding information sharing, especially regarding U.S. persons. The supporting SJA should be consulted to ensure that information-sharing and fusion activities are within the legal parameters established by U.S. law and DOD policy.

FUSION CELLS

5-31. Data fusion involves the exchange of information from different sources—including LE, public safety, and the private sector—and, with further analysis, can result in meaningful and actionable information or intelligence. Fusion cells provide a structured mechanism through which government agencies, civil and military LE, public safety, and private sector stakeholders can come together with a common purpose and framework to improve criminal activity prevention, security measures, and contingency planning.

5-32. A fusion cell is a collaborative effort in which participating agencies coordinate and synchronize their efforts to facilitate analytical collaboration. It can include LE and intelligence agencies (depending on the environment and mission) that provide resources, information, and expertise to support the combined effort. The combined efforts of an effective fusion cell enhance the ability to detect, prevent, investigate, and respond to criminal and terrorist activity within a specific AO. The primary purpose of a fusion cell is the analysis of disparate or unrelated data sources. For example, a police agency that is a member of a police intelligence fusion cell may have information within their files that complements or completes information in another police, state, or government agency database reference potential threats (ATTP 3-39.20 provides additional information on fusion cells).

MEETINGS, WORKING GROUPS, AND BOARDS

5-33. Commanders establish meetings, working groups, and boards to integrate staff, enhance planning and decisionmaking, and ensure the synchronization of activities. They also designate staff elements to participate in meetings, working groups, and boards (see FM 5-0 for more discussion of meetings, working groups, and boards). These forums are important venues for police engagement activities. PM, military police, and USACIDC commanders and staff should ensure that police engagement strategies and opportunities are maximized appropriately during these opportunities. Meetings, working groups, and boards serve as forums for information exchange and integration, but are slightly different in their purpose and intent. These forums are described as—

- **Meetings.** A meeting is scheduled to present and exchange information. Depending on the meeting purpose, attendees may involve the commander, chief of staff, staff principles, subject matter experts, and subordinate echelon commanders and staffs.
- **Working groups.** A working group is a grouping of predetermined staff representatives who meet to provide analysis, coordinate information, and provide recommendations for a particular purpose or function.
- **Boards.** A board is a temporary grouping of selected staff representatives with delegated decision authority for a particular purpose or function.

5-34. The military police staff participates in numerous meetings, working groups, and boards to ensure the integration and synchronization of military police missions and requirements. Military police and USACIDC staffs participate to ensure that specific L&O and other military police-related information and intelligence requirements are integrated, relevant, fed, and fused into the operations process. Typically, military police staff elements will participate in—

- **Meetings.**
 - Operations synchronization (led by the current operations cell).
 - Operations update and assessment (led by the current operations cell).
 - Intelligence, surveillance, and reconnaissance synchronization (led by the intelligence cell).
 - Movement synchronization that is led by the sustainment cell).
- **Working groups.**
 - Antiterrorism (led by the protection cell).
 - Threat (led by the intelligence cell).
 - Plans or future operations (led by the plans cell).
 - Assessment (led by the plans or future operations cell).
 - Intelligence, surveillance, and reconnaissance (led by the current or future operations cell).
 - Targeting (led by the fires cell).
 - Inform and influence (led by the inform and influence staff section).
 - Civil affairs operations (led by the civil affairs staff section).
 - Personnel recovery (led by the current operations cell or another cell, as designated by the chief of staff).

Chapter 6

Military Police Traffic Operations

Traffic operations are an integral part of L&O operations. Maintenance and the orderly movement of personnel, equipment, supplies, and other resources is critical to military operations and a functioning civilian infrastructure. Military police traffic operations are an important part of the overall effort to establish and maintain traffic control to protect personnel and resources. Effective traffic control and traffic management requires elements from many disciplines, including military police, engineer, transportation, safety, and others. Each element provides specific technical capabilities to develop and implement traffic management plans that enable the freedom of movement for military commanders and the communities in the AO. This chapter focuses primarily on traffic operations associated with the L&O function; however, a framework is provided which illustrates the relationship between L&O-related traffic operations and the related policing tasks conducted within the MMS function.

TRAFFIC OPERATIONS

6-1. Military police conduct traffic operations across the spectrum of conflict. Traffic operations are critical to maintain freedom of movement for military and civilian traffic on posts, camps, and stations; within AOs; within an HN in support of civil control efforts; or in support of combat operations to maintain freedom of movement for military personnel and resources supporting the maneuver commander. Military police conduct traffic operations as part of an overarching and multifunctional traffic management effort. Traffic management is the direction, control, supervision, and execution of all activities required to enable freedom of movement for persons, vehicles, and resources. Traffic management holistically involves transportation, military police, engineer, and other technical capabilities.

6-2. Traffic operations by military police are manifest within two mission sets. First, military police conduct traffic control, conduct traffic enforcement, and investigate traffic accidents during L&O operations. These operations are conducted within stable environments and are characterized by support to general order and LE efforts to maintain order and the rule of law. Traffic operations within this context can also be critical during a transitional period as a nation may experience instability due to situations (major conflicts, natural or man-made disasters). Military police units may be required to assist the HN in establishing civil control and supporting governance under the rule of law.

6-3. Traffic operations also manifest themselves in the policing activities typically associated with the military police function of MMS. These activities are not tied to an LE effort and the rule of law, but focus on enabling orderly movement and preventing disruptions to lines of communications critical to military operations. It is important to understand that during transitional periods associated with contingency operations, there may be no clear delineation between LE-related traffic operations and MMS operations.

Note. Within the United States or its territories, any traffic or other LE operations conducted off a military installation must be conducted within the constraints of the Posse Comitatus Act and other U.S. law and DOD policy. The local SJA should be consulted before any activities are conducted off an installation to ensure that operations are conducted within these legal restrictions.

LAW AND ORDER OPERATIONS

6-4. Traffic operations conducted in support of L&O operations are LE tasks or policing tasks that directly support the maintenance of good order and discipline as part of a broader L&O mission set conducted by military police (see discussions in chapter 1 and chapter 2). LE tasks related to traffic operations include those associated with traffic enforcement and accidents. Additional traffic control tasks are conducted as a means to enable freedom of movement and maximize traffic flow through the—

- Employment of police engagement and public awareness activities.
- Use of traffic control posts (TCPs), when required, during peak traffic times; special events; and accidents, disasters, or other incidents.
- Analysis and assessment of traffic conditions to develop recommendations and solutions to traffic problems.

6-5. TMCIs receive specific training to conduct traffic operations. They possess specific capabilities in traffic accident investigations and enforcement of traffic-related laws, including suppression of driving under the influence violations. TMCIs provide expertise and assist the PM and military police staff in developing traffic control and enforcement plans. These plans combine all elements of traffic operations (enforcement, investigation, and control) into a holistic traffic plan.

6-6. In some environments and circumstances, extensive analysis may be required to address systemic traffic problems. These problems can be the result of—

- Increases in traffic throughput volume.
- Significant construction causing restrictions in road capacity.
- Natural or man-made disasters or conditions that damage or restrict trafficability (including combat operations, industrial accidents, or weather and geologic incidents).
- Loss of traffic control devices and measures, thus causing chaotic and dangerous conditions for persons and vehicles due to natural or man-made disasters or conditions (including combat operations, industrial accidents, or weather and geologic incidents).

6-7. TMCIs are trained to conduct baseline traffic studies required for gathering traffic-related data to conduct analysis and assessment on traffic flow. Traffic studies and subsequent analyses and assessments are critical components to establishing successful traffic control measures. These technical capabilities are enhanced when combined with multifunctional teams, including engineer, transportation, and other key capabilities. These multifunctional teams may be required to conduct large-scale traffic assessments, address problems that may require road or highway construction, or assist with implementing major changes to traffic control device implementation and placement.

NONLAW AND NONORDER OPERATIONS (MANEUVER AND MOBILITY SUPPORT)

6-8. *Maneuver and mobility support* is a military police function conducted to support and preserve the commander's freedom of movement and enhance the movement of friendly resources in all environments (FM 3-39). MMS operations include many traffic-related tasks required for effective traffic control. These tasks include—

- Developing traffic regulation and enforcement plans.
- Conducting enforcement of main supply route regulations.
- Providing straggler movement control.
- Controlling movement of displaced civilians.
- Conducting populace and resource control.

6-9. The same skills and capabilities required for traffic operations during L&O missions are equally relevant to MMS and efforts to maintain freedom of action for U.S. forces. These skills and capabilities make military police Soldiers the optimum choice for traffic control tasks, regardless of the environment. Military police—

- Integrate movement control and highway regulation plans into military police traffic control plans.
- Provide traffic control on main supply routes and enforce highway regulation plans.

- Reroute and divert traffic as required by the tactical situation or directed by movement control personnel.
- Provide traffic and route reports on the status of main supply routes to movement control centers.

6-10. Military police conduct MMS operations to expedite military traffic flow by operating TCPs at critical locations. They control traffic flow through the employment of holding areas and defiles to control movement through restricted terrain. Military police apply traffic control measures to enable freedom of movement by emplacing and monitoring route signs on main supply routes and alternate supply routes and patrolling those routes to ensure compliance with traffic regulation directives. They may conduct MMS as a functional element or as part of a combined arms effort. Military police will routinely work with engineer route clearance teams, EOD teams, sustainment (logistics and movement control) elements, and aviation support to open and maintain the security and viability of lines of communications to ensure that commanders can deploy and employ forces during critical times and at critical places in the operation. MMS operations are discussed in detail in FM 3-39 and FM 3-90.12.

PLANNING

6-11. Traffic operations are planned within the context of broader L&O operations planning. They are critical elements to any L&O plan that enable freedom of movement and facilitate rapid and efficient response times. This enables military police and other traffic control elements to initiate appropriate actions to mitigate disruptions. The goal of effective traffic operations is to enable the use of the existing and future road networks, combined with applicable traffic control measures, to enable the unencumbered movement of personnel and resources in the most efficient manner possible. **Traffic control includes all active and passive measures used to mitigate traffic congestion and enable the safe movement of vehicular and pedestrian traffic.** Traffic enforcement activities are employed to compel compliance with traffic control measures when voluntary compliance fails.

6-12. There are many considerations that PMs, military police commanders, and staffs must address when planning military police traffic operations. Traffic operations at posts, camps, and stations are characteristically stable; traffic patterns and traffic operations are typically well established. Consistent with L&O planning in general, the planning and execution of traffic operations within these AOs involves incremental changes to address specific incidents, emerging traffic problems, or changes that affect traffic flow. This may also be the case in some expeditionary environments, depending on specific mission sets and environmental factors. However, many expeditionary AOs require extensive traffic planning to overcome the lack of previous planning within the AO and significant degradation of the AO and associated infrastructure due to natural or man-made factors as a result of combat operations, natural disasters, or a lack of capability within HN police and security forces.

6-13. Whether planning incremental changes to existing operations or significant and comprehensive changes to traffic operations, PMs, military police commanders, and staffs consider a myriad of factors. Failure to consider these factors can have a detrimental effect on traffic flow and the ability of military and civilian populations to move personnel and resources through the AO. As stated earlier, on mature posts, camps, and stations, many of the considerations have likely been addressed; however, it is important to understand the importance of these elements so that future recommendations for incremental traffic control adjustments to address existing issues, emerging problems, or major construction can be made with an understanding of the existing traffic control configurations.

FUNCTIONAL AREA IDENTIFICATION

6-14. Areas of functional specialization or purpose should be identified. On posts, camps, and stations, these areas can include—

- Headquarters locations.
- Residential neighborhoods.
- Barracks locations.
- Motor pool concentrations.
- Warehouse elements.
- School zones.

6-15. Within HN areas near military bases or base camps, areas of functional concentration can include—

- Government centers.
- Industrial elements.
- Airports and seaports.
- Residential neighborhoods.
- Commercial districts.

6-16. When establishing traffic routes and patterns, main thoroughfares should be routed around the periphery of these functional areas. Through traffic should be concentrated on a minimum number of well-defined, easily controlled routes. This action allows traffic to proceed without delay caused by vehicles entering or exiting facilities.

TRAFFIC CONTROL MEASURES

6-17. The military police staff should identify and establish (when required) a primary traffic control plan to address high-volume conditions and to mitigate or prevent excessive traffic on side and residential streets. The traffic control plan should establish major routes to bear most of the traffic load. Primary routes should pass around the periphery of functional areas to preserve area integrity. Interconnecting routes (arterial routes and collector streets) should also skirt the boundaries of major areas. Every effort should be made to discourage any unnecessary use of roads in residential areas, troop housing areas, or other areas where significant pedestrian traffic and congestion due to high-population densities make excessive vehicle traffic hazardous; through traffic should be discouraged.

6-18. One-way roads may be implemented to improve traffic flow and safety. When throughput capacity is a problem, narrow roads can carry a greater volume when designated for one-way traffic. One-way traffic can help reduce congestion at intersections and decrease accidents, especially where there has been a high accident rate due to vehicles turning across the flow of traffic. Temporary, one-way roads during morning and evening rush hours may reduce congestion and increase traffic flow. Reversing the flow (for example, one-way in during morning hours and one-way out during afternoon hours) can mitigate traffic congestion and delays. Eliminating or restricting curb parking can increase safety and traffic flow on the road and eliminate the need to convert two-way roads to one-way roads.

6-19. Speed zones should be determined in relation to the roadway and its relative separation from the areas the road passes through. Elevated or otherwise separated highways designed for through travel can be posted for higher maximum speeds. Minimum speeds should also be considered for these roadways to prevent unnecessary traffic backups and unsafe conditions. Lower speeds are required for side and residential streets.

6-20. When establishing speed limits, the established speed limit should safely handle traffic, allowing for a sufficient stopping distance between likely hazards. Reasonable speed limits encourage driver compliance. Historically, a speed in the 85th percentile (as surveyed in a particular road or condition) has been used as the rule of thumb for establishing maximum speed limits, although recent studies have shown that actual posted speed limits tend to be a few percentage points lower than 85 percent. The 85th percentile rule typically follows the premise that by establishing a speed consistent with what the majority of the population would choose to drive with no outside interference, the speed limit will be enforceable and more likely to achieve compliance. Unnecessarily restrictive speeds may be ignored by drivers, requiring greater and unnecessary enforcement efforts.

VEHICLE AND PEDESTRIAN VOLUME AND ROAD CAPACITY

6-21. The volume or throughput of vehicles and pedestrians within an AO is an important data element when planning for traffic operations. The identification of high-volume routes and, conversely, low-volume routes can be helpful when determining routing options. Traffic studies may be required to obtain accurate data, especially if historic data is not available. Special attention should be given to cyclic and predictable peaks in traffic flow (morning and evening commutes, shift changes within major industrial areas, civic or sporting events).

6-22. All roadways have maximum traffic capacities based on their construction (reinforced concrete, asphalt, gravel, dirt [which determine vehicle weight, width, and length restrictions]). The thickness, quality of the materials used, slope, grade, and other factors are critical in these determinations. The physical size of the roadway (width and number of lanes) and characteristics (the number of feeder roads, cross streets, intersections, roundabouts) can also affect the capacity of the roadway. These characteristics can be determined by military police conducting hasty route reconnaissance or traffic studies. While military police are capable of conducting basic route reconnaissance, deliberate route reconnaissance and highly technical traffic studies require engineer support. Engineers can provide the technical knowledge and capabilities to assess and classify roads and determine the maximum capacities. Engineer technical expertise is also required when construction or reconstruction of roads and highway networks is needed. FM 3-34.170 discusses route reconnaissance and route classification; traffic studies are discussed later in this chapter.

ACCIDENT AND INCIDENT HISTORY

6-23. Accident and incident history is an important part of any traffic analysis and planning effort. The identification of traffic accident history and traffic-related incidents (driving under the influence, road rage) can enable the staff to determine trends, patterns, and associations that can be useful in pinpointing problem areas. This information can lead to further investigations to determine causal relationships that require mitigating efforts. Traffic accidents should be organized by type, severity, time, date, and other relevant criteria to aid analysts in identifying relevant trends, patterns, and associations.

6-24. Accident data for posts, camps, and stations can be queried from COPS. The data can then be organized by criteria and the results manipulated to an appropriate format to meet the purpose and intent of the assessment. In contingency environments, there may be no database available for query. The AO may have been disrupted to a point that records were destroyed; record keeping ceased, thus causing breaks in the historical record; or records relating to traffic accidents or other incidents were not kept by the HN.

6-25. When HN records are available, coordination with HN police personnel may produce the desired accident information. Many times, especially following a major disruption due to combat operations or natural or man-made disasters, traffic patterns and population movement are altered to a point that historical data may not provide a relevant picture of current problem areas. This can be especially true when a large U.S. and multinational presence (military and civilian) has drastically increased the thoroughfare on HN roads. In these cases, military police and other staff elements may be required to begin tracking accidents from a given point in time. As time passes and the data builds, trends, patterns, and associations will begin to emerge.

SPECIAL EVENTS

6-26. Special events often generate heavy traffic volume. These events range from large concerts and sporting events to major holiday celebrations and political events. Regardless of the specific event, these activities can create major disruptions to routine traffic flow and typically require significant planning, preparation, resources, and manpower to mitigate disruptions and control traffic ingress and egress event parking. Traffic control planning for special events is typically conducted as part of a holistic special event plan that includes other L&O activities, coordination of additional emergency response requirements (medical, fire, EOD, SRT), engineering assets, public affairs assets, and associate government or private sector sponsors and coordinators.

6-27. Traffic control considerations include—

- Ingress and egress routes.
 - Direct routes to and from the immediate event area.
 - Ingress routes that terminate at designated and identified event parking areas.
 - Routes that do not allow event traffic to spill over into residential and other nonevent areas.
 - Detour routes that allow normal traffic (non-event-related) to avoid the event area.
- Emergency vehicle access. Personnel should designate, mark, and protect routes for emergency vehicles and ensure that emergency vehicle operators are briefed on these routes.
- Barriers, traffic cones, temporary signing, and other associate traffic control equipment.

- Public awareness.
 - Specific routes and parking plans publicized through media outlets, flyers, and other venues well ahead of the event time.
 - Directional and guide sign use.
- Event operations centers for LE and other emergency response personnel.
- Traffic control personnel.
 - Identify critical intersections and choke points that require manned TCP requirements.
 - Ensure that personnel requirements are identified, to include enough personnel for breaks or rotations.
 - Ensure that TCPs are in place well ahead of the expected event start and end times. Failure to place TCPs early may result in traffic control personnel being unable to get through traffic and reach their assigned location.
 - Ensure that TCP personnel are able to answer questions from the public regarding directions, parking, and other general event information.
- Communications.
 - Dedicated event frequency for event support personnel (apart from the standard LE net) to avoid interference with normal (nonevent) L&O operations.
 - Additional batteries and charging capacity.
 - Dedicated call signs.
- Logistics.
 - Water points or delivery plans for event support personnel.
 - Meal delivery or rotation plans.
 - Latrine requirements.

CRITICAL INCIDENT RESPONSE AND INCREASED THREAT CONDITIONS

6-28. PMs, military police commanders, and staffs must ensure that traffic planning and traffic control requirements are included in local crisis incident response planning. Crisis incidents, regardless of their nature, will significantly impact normal traffic patterns. Planners must consider, ahead of time, the potential impacts and the actions and resources that are required to mitigate those effects.

6-29. Some incidents are relatively localized. Traffic control considerations in these cases may be relatively easy to employ and may be within the capabilities of the force that is on duty at the time of the incident. However, other incidents may impact a larger area, creating significant traffic control challenges. These incidents are inherently chaotic and involve many elements, each with their own personnel, equipment, and other requirements. All these assets must be able to move into the incident area. They must be resupplied and sustained. Civilians and military personnel not directly involved with the incident and relief effort must be evacuated, housed, and sustained. All of these moving pieces disrupt the normal flow of traffic; traffic control efforts must be emplaced to enable appropriate movements to occur.

6-30. Typically, military police staffs will be involved with establishing critical-incident response plans for posts, camps, and stations and mature bases or base camps within contingency environments. These plans will typically address a wide variety of incidents deemed most likely to be faced by elements within the affected AO. These critical incident response plans are based on the environmental conditions specific to the AO, threats within the area, and potential man-made disasters due to industrial or other facilities within the AO or area of interest. For each individual incident response plan, military police planners responsible for LE and traffic control planning must assess the likely impact area for each specific incident and develop traffic control recommendations accordingly. These recommendations must be coordinated and synchronized with all other elements of the crisis response plan. Military police planners must understand the requirements of other response and relief elements to be prepared to support those requirements.

6-31. Increases in the force protection condition can also significantly impact traffic flow and traffic control requirements. Military police staff must be heavily involved with antiterrorism personnel responsible for developing antiterrorism plans for posts, camps, stations, and/or base camps overseas to ensure that they understand the increased requirements inherent with an elevated force protection condition

and plan accordingly. Increased force protection condition requirements can impact traffic control planning and execution in areas that have—

- Increased manpower and equipment requirements due to—
 - Checkpoint operations.
 - RAM requirements.
 - LE patrol requirements.
 - Parking constraints.
- Movement or the addition of traffic control devices (barriers, lighting).
- Route changes, including—
 - Ingress and egress routes.
 - Road closures (due to increased standoff requirements).
- Traffic implications emanating from parking constraints (due to increased standoff requirements).

TRAFFIC CONTROL

6-32. Traffic control includes the actions and measures employed to facilitate the movement of personnel and resources and to mitigate disruption to the flow of traffic. These traffic control activities and measures range from those requiring extensive manpower expenditures to those requiring considerable initial-cost equipment and automated technologies expenditures (thus requiring relatively low maintenance and having little to no manpower requirements).

6-33. Traffic control activities are an integral part of military police traffic operations. Traffic control measures and activities can include—

- TCPs.
- Traffic control devices.
- Police engagement and public education campaigns.
- Traffic studies and assessments.

TRAFFIC CONTROL POSTS

6-34. *Traffic control posts* are manned posts used to preclude interruption of traffic flow or movement along designated routes. It is used to support law and order or maneuver and mobility support operations when required to facilitate movement (FM 3-39). They are established to provide traffic control on a specific point on terrain where freedom of movement is degraded. The primary purpose of TCPs is to ensure the orderly traffic movement according to the traffic control plan, prevent unnecessary delay, and meet all command safety requirements.

6-35. TCPs are employed in all environments, from posts, camps, and stations to contingency operations. They can be deliberate traffic control measures conducted based on traffic control plans, traffic assessments, or specific contingency plans. TCPs can also be conducted as hasty traffic control measures in response to accidents, threat incidents, or other unforeseen circumstances that impact traffic flow. For example, TCPs may be employed—

- When a road network is inadequate to accommodate traffic.
- To ensure that designated traffic or convoys receive priority and uninterrupted movement.
- When serious delays or congestion occur or are anticipated due to a temporary condition.
- To facilitate detours around—
 - Traffic accident sites.
 - Threat incident sites.
 - Temporary roadway degradations (downed bridges, damaged roadways, flooded streets).
- To support special control and security requirements for designated persons.
- To facilitate traffic control supporting special events.
- In response to reported interruptions of traffic.

6-36. The configuration and exact positioning of a TCP depends on several factors. The safety of military police Soldiers conducting traffic control operations is the foremost concern. It is critical to ensure that traffic control personnel are able to see all approaching vehicles and that vehicle drivers are able to see traffic control personnel. The following factors affect military police positioning:

- Degree of control required.
- Amount of time available to plan and prepare for execution.
- Design and characteristics of the intersection or roadway.
- Traffic volume and types.
- Light and weather conditions.
- Threat conditions.

TRAFFIC CONTROL DEVICES

6-37. Traffic control devices are used to facilitate traffic movement by providing information, direction, and instructions to vehicle operators and pedestrians. They are used as an economy of force measure that reduces the requirements for military police or other personnel to physically conduct traffic control functions, facilitate the safety of personnel and equipment, and transmit information to vehicle operators and pedestrians. Traffic control devices include—

- Signs. This can include permanent, temporary, automated message boards, or other information delivery means.
- Traffic signals.
- Pavement markings.
- Railroad crossing control signals and mechanisms.
- Drop gates.
- Barriers used to change traffic direction, stop traffic, or segregate traffic elements.
- Speed reduction devices (speed bumps, serpentine).
- Road reflectors.
- Roadway grooving.
- Traffic cones and portable bollards.

6-38. Permanent and semipermanent traffic control devices are generally emplaced by engineer personnel based on extensive traffic control studies and accepted design standards. This placement typically achieves the desired effect within the capacity of the roadway in relation to traffic volume. However, in some instances, the placement and number of devices may not be adequate. Military police can provide recommendations, based on traffic studies and subsequent analyses, for additional traffic control devices or the modification of timing, phasing, or positioning of individual devices (traffic studies are discussed later in this chapter).

6-39. Temporary traffic control devices are used extensively by military police conducting traffic operations. These devices function similarly to their more permanent counterparts but are easily transported, emplaced, and moved, thus facilitating traffic control operations. Temporary traffic control devices are used for—

- Traffic accident sites.
- Temporary revisions to traffic flow, to include detours, channelization, or redirection.
- TCPs.
- Entry control points.
- Checkpoint operations.
- Parking control.
- Public information.
- Hazard identification.
- Restricted or exclusion area marking.

POLICE ENGAGEMENT AND PUBLIC INFORMATION EFFORTS

6-40. Effective traffic control requires communication with all persons affected by traffic control measures. This is particularly important when there are significant or long-term changes to normal traffic patterns. Police engagement and public information campaigns can reduce frustration and increase community cooperation. The methods used to provide for public information and police engagement strategies depends largely on the amount of time between the knowledge of a change or disruption and the actual traffic event.

6-41. Changes to traffic flow and routes may be planned with significant lead time. Construction projects, planned special events, or deliberate changes to traffic control devices and measures are examples where extensive police engagement and public information campaigns are typically conducted. In these cases, military police can inform the public of planned disruptions during normal contact operations, including at routine LE patrols, community meetings, and interagency forums. Military police also coordinate with public affairs to develop and distribute community service announcements well in advance of the specific event. Key to these efforts is community awareness and expectation management. If the community knows well in advance of a special event or change to traffic flow, they can prepare and compensate for associated delays or the increased distances associated with alternate routes. The public, to include businesses and other employers, are encouraged to make adjustments to their normal operations and routines to reduce traffic impact. These methods may include—

- Carpooling.
- Alternate routes.
- Public transportation.
- Adjusting to or staggering work hours.
- Telecommuting.
- Teleconferencing.

6-42. Many times, incidents occur unexpectedly with little to no warning. In these instances, the timelines for developing police engagement strategies and public information campaigns are significantly compressed. In these instances, police engagement opportunities may be limited to immediate notifications and contact with the community while concurrently conducting hasty traffic control measures. In short- or no-notice situations, the public affairs office has the capability to rapidly get information to the community through a variety of venues. Chapter 5 covers additional information on police engagement.

TRAFFIC CONTROL STUDIES AND ASSESSMENTS

6-43. Traffic control studies are designed to obtain information on various traffic problems and usage patterns in an AO. They can be complex and require multifunctional teams that include engineer, LE, safety, transportation, and other specialties. The PM or military police commander uses traffic control studies to identify current conditions and problem areas. These studies can also be critical to identifying future requirements and strategies concerning traffic control and associated traffic enforcement efforts. The results of traffic control studies are used by the PM, military police commanders, and staffs (including police intelligence analysts) to conduct analysis and assessment of the AO specific to traffic-related concerns and incidents.

6-44. GIS software can greatly enhance the analysis, assessment, and subsequent production of police information and associated police intelligence specific to traffic flow and associated impacts. This information and police intelligence is critical to military police planning and significantly enhances situational understanding when integrated into the planning and decision cycles of other functional, multifunctional, and maneuver commanders through the Army operations process (see ATTP 3-39.20 for additional information on police intelligence production, dissemination, and integration into the operations process).

6-45. A traffic study is an investigation of the current operating conditions and physical characteristics of a given AO regarding traffic movement and pedestrians. The information obtained through a traffic study can be analyzed to produce assessments of current and potential future traffic-related problem areas. This enables PMs, commanders, and staffs to develop solutions and remedial measures to mitigate identified problem areas. Mitigation solutions can include—

- The emplacement, upgrade, or traffic movement control devices, to include—
 - Signs.
 - Traffic signals.
 - Road markings.
- Traffic control measures, to include—
 - Adjusting traffic flow directions (one-way streets, alternate flow changes based on peak hours, traffic directions).
 - Widening or constricting specific traffic flow areas.
 - Emplacing traffic control personnel at critical intersections and choke points.
- Traffic enforcement measures, to include—
 - Setting up speed zones.
 - Increasing LE presence.
- Public information and police engagement activities to—
 - Educate the public.
 - Notify the public of changes affecting traffic flow.
 - Encourage other mitigation measures (car pools, public transportation, alternate work schedules).
- Increased visibility, safety, and driver confidence, to include—
 - Lighting critical areas.
 - Applying or replacing reflective material on signs, barriers, and roadways.
 - Emplacing safety barriers and guardrails.
- Major construction, to include—
 - Performing new road construction.
 - Widening roadways.
 - Repairing damaged roadways.

Note. Although PMs, military police commanders, and staffs may identify traffic control device requirements, military police do not emplace, change, or remove permanent or semipermanent traffic control devices. These efforts must be coordinated with engineers, safety and transportation personnel, and other stakeholders. Within posts, camps, and stations or in urban areas in a contingency environment, appropriate commanders, staffs, and HN agency personnel (as appropriate) are the decisionmakers for permanent or semipermanent traffic control device emplacement or removal.

6-46. Military police have the capability to conduct basic traffic studies. Complex studies and analysis requires a multifunctional team that includes engineers, safety and transportation personnel, and other specialties, based on the AO and conditions. Traffic control studies are used to ensure that the traffic control plan is adequate and provides for safe and efficient traffic movement. Continuing traffic control studies improve the flow of information for planning and action between military police, engineers, and safety and transportation personnel.

6-47. Traffic studies are required when changes occur in traffic conditions. These changes could be major issues (such as the disruption of primary ingress or egress routes) or relatively minor issues (such as the addition of a new secondary road or a new building with increased parking problems). Traffic studies may be required in contingency operations to assess traffic patterns and make recommendations to commanders about improving traffic flow, routing military or civilian traffic, and employing traffic control measures. These studies may require the formation of a traffic study team of military police, engineers, safety and

transportation personnel, or other specialties (as required). The type of change will determine the nature and depth of each study. Studies may be required in day and night environments to obtain relevant results.

6-48. The traffic study team should be familiar with all traffic control devices in place. Manuals for specific traffic control devices may be required to ensure that the team understands the standardized criteria and operational capabilities for the automated devices. The team must have the administrative equipment required for their study, including—

- Timing devices (stopwatches, radar).
- Measuring equipment (tape measures, laser range finders, study equipment).
- Flashlights, reflective vests, or other safety equipment.
- Sufficient administrative supplies (pencils, pens, paper, drawing templates, standardized data collection forms).

6-49. Some studies may be focused on a single intersection or area; others may be conducted across an entire AO. The intent and breadth of a specific study will determine the study personnel and resources needed and the requirements for capabilities beyond military police operations (to include engineers, safety and transportation personnel, or other specialties). Typically, TMCIs are best-suited to participate in military police traffic studies. If TMCIs are unavailable or not available in sufficient quantities, experienced military police Soldiers are capable of conducting traffic studies.

6-50. A traffic study team should be composed of at least two study personnel per location. More personnel may be required based on the characteristics of the site and the threat conditions in the area. For large-scale studies, especially within a contingency environment, mission command is critical. Studies are best conducted as a mission assigned to a single headquarters to ensure that adequate span of control, communications, protection, and other support considerations are coordinated and synchronized.

6-51. Additional planning operations should be considered when selecting and implementing traffic study teams. These operations include ensuring that—

- Specific guidance and intent are provided to the team members. This is critical to ensure that the data collected is valid.
- Study teams have redundant communications to notify their chain of command of problems or emergencies.
- Uniformed Army LE personnel do not cause invalid study results (depending on the specifics of the study). Study teams may need to be dressed in civilian clothes or, at minimum, without uniform items or equipment that clearly indicate an LE presence.
- Deliberate traffic enforcement measures in the areas of the studies are curtailed for a few weeks before and during the study. Recent LE presence at the study sites can cause invalid results.
- Adequate quantity and quality data is collected. Typically, the more samples or incidents recorded, the more reliable the results will prove. For example, a study at each stop sign should span 1 hour or more and include at least 50 vehicles for each approach to the intersection. For studies on sites with high accident frequencies, personnel should study other locations with similar characteristics for comparison purposes. The greater the number of comparable sites studied, the greater the probability of obtaining relevant data and accurate assessments.

Maps and Diagrams

6-52. It is important that personnel have a detailed map or diagram of the AO to study its current condition. The map should include existing traffic control devices (signs, signals, markings, speed zones). If current traffic control devices are known and mapped, this information must be available to the traffic study team. GIS products may need to be created to provide quality map information.

6-53. Many times, especially within deployed environments, detailed knowledge of an AO is limited or nonexistent. It is likely that traffic studies may be required to cover an entire city or AO. Data must be collected and documented so that valid analyses and realistic assessments of existing traffic control measures and requirements can be conducted. Known problem areas should be marked, including—

- Choke points.
- Key problem areas or intersections (areas of significant congestion, delay, or accidents).

- Route designations (see FM 4-01.30), including—
 - Open.
 - Supervised.
 - Dispatch.
 - Reserved.
 - Prohibited.
- Identified danger areas or zones.
- Restricted or exclusion areas.

Photographs and Geographic Information System Tools

6-54. Photographs of key locations or problem areas can be helpful in the analysis and assessment of traffic study data. All personnel participating in the analysis and assessment may not be able to personally see the sites in person. This can be due to transportation or scheduling limitations. The number of personnel physically on the study team may also be limited due to increased threat, especially in a contingency environment. Aerial or satellite photographs of the AO can be extremely helpful to the traffic study team.

6-55. GIS tools can be helpful in producing incident maps with overlay data. GIS software can enhance traffic analysis through layered graphics, blended geographic data, and descriptive information to map places, events, and incidents to identify patterns and associations relevant to traffic operations. (See ATTP 3-34.80 and ATTP 3-39.20 for additional information on GIS.)

TRAFFIC STUDY METHODS

6-56. There are several methods that can be used to study traffic flow and traffic control measures. The methods used are dependent on the specific study being conducted. Multiple methods can be used simultaneously. These methods typically involve vehicle and driver surveys (used to capture information [driving habits, trip purposes]), vehicle counts, and movement characteristics (number of passes, average speed, weight specifications). Traffic studies are most constrained by the ability to gain cooperation and willing participants. Typical traffic study methods include—

- **Mailed or distributed questionnaires.** On military posts, camps, and stations, questionnaires can be the most effective survey means based on cost versus benefit. Vehicle registration records are a source for obtaining mailing lists for the questionnaires or the questionnaires can be distributed at access control points. Developing mailing lists in support of contingency operations within urban areas overseas may be problematic. Further, HN mail systems may be inadequate or nonexistent. Checkpoints can provide a means for distribution within HN environments, although obtaining survey returns may be problematic. A large sample population must be included to compensate for historically low response rates.
- **Roadside interviews.** While manpower-intensive, roadside interviews may be the most productive method, especially within HN populations, although language barriers and interpreter support must be considered. The greatest challenge is determining a location that will minimally affect traffic flow while allowing access to the appropriate target population. This method is not generally effective for high-volume highway studies due to traffic flow and safety considerations. Roadside interviews are typically conducted where all traffic can be channeled into a checkpoint area. In general, military police should—
 - Interview 50 percent of vehicles during nonpeak hours and 25 percent of drivers during peak hours.
 - Ensure that interview stations are visible and safe.
 - Maximize contacts by arraying several interviewing stations on a lane; there should not be more than five interviewers in a single lane.
 - Mitigate delays by ensuring that each interview takes no more than 30 to 40 seconds.
- **Travel diaries.** This is a technique where the public is requested to keep a detailed account of their travel habits, to include times, purposes, types of transportation, frequency, and other

pertinent questions. Travel diaries are largely constrained by the willingness of the public to participate.

- **Home interviews.** Home interviews are very resource-intensive and time-consuming operations. Because they are conducted in person, home interviews can provide explanations of intent and survey clarity. They can also provide a means for military police personnel to interact with the public and foster community support.

6-57. Typical traffic counting methods include—

- Installing hardware on or into the roadway. With the exception of pneumatic tubes, these devices are installed by engineers and are not typically employed by military police. Military police may coordinate with traffic engineers to obtain data from these devices, including—
 - **Electronic or magnetic sensors.** These devices are typically installed within grooves in the road. Depending on the capability of the sensors used, they can detect vehicle movement (numbers), weight, and speed.
 - **Pneumatic road tubes.** This method consists of a rubber tube placed across the lanes of traffic. Pressure exerted on the tube activates an attached counting mechanism. It can count the number of axle movements over the roadway. The tubes are temporary mechanisms that are relatively easy to emplace and remove.
 - **Plate sensors.** These devices are installed within the roadway and have the capability of measuring vehicle weight and speed.
- Conducting assessments from areas adjacent to the roadway, including—
 - **Manual observation.** This is the most common method. Manual observation involves placing personnel at specific locations to record vehicle and pedestrian movements. These counts can be done manually and totaled on standardized logs for compilation and analysis. In some cases, mechanical or electronic counting mechanisms may be employed. Manual observation allows observers to document traffic numbers, types, and directions of travel. This observation method presents a higher risk for the study team in areas with heavy traffic or where the threat level is high.
 - **Sensors.** A variety of sensors are available that can be placed above the roadway (from bridges, overpasses, or other structures) or along the side of the roadway. The types of sensors vary; they include passive infrared, acoustic, and microwave. These sensors can detect the presence, speed, and type of vehicle. Depending on the type of sensor employed, the weather, background noise, or other environmental conditions can limit its capabilities.
 - **Video image detection.** This technology uses video cameras and associated software applications to record vehicle numbers, types, and speed.

TRAFFIC STUDY TYPES

6-58. Traffic studies are conducted to gather specific data relevant to traffic flow and traffic control. Many of these studies will be conducted simultaneously; the data collected from a single study will generally be considered along with data from other studies. The studies discussed in this section include—

- Traffic control device, including—
 - Signs.
 - Signals.
 - Pavement markings.
 - Cameras, radar, and other detection devices.
- Origin destination.
- Vehicle occupancy.
- Pedestrian.
- Speed.
- Speed delay.
- Vehicle volume.
- Traffic accident.

6-59. Traffic control device studies are conducted to determine if devices are adequate (in numbers or types) and if they are placed in a manner that safely and effectively achieves the desired effect. Typically, traffic control device studies are conducted to determine the initial requirements and placement of traffic control devices. In mature areas this will generally be in conjunction with new roadway construction or major revisions to a road or road network. These studies will typically be conducted by traffic engineers, with input from and coordination with other technical specialties (military police, safety personnel). In contingency environments where the road infrastructure has been destroyed or is primitive, large-scale traffic control device studies are required—with traffic engineers in the lead and other specialties supporting the effort—as a precursor to major construction.

6-60. Following the initial study and subsequent emplacement of traffic control devices, personnel should periodically conduct follow-up studies to ensure that the device remains effective. Scheduled cyclic studies are typically conducted by the supporting city or other supporting civil engineer assets. Changes in the environment (new roads, building infrastructure, or degradation of roadways), especially those that alter traffic patterns, may render existing traffic control devices ineffective or even dangerous, resulting in the requirement for a traffic control device study. These cyclic studies may occur annually, monthly, or during other periods, based on the OE and conditions specific to the locations. Military police can conduct these cyclic traffic device studies on a limited basis when appropriate engineer assets are unavailable.

6-61. Traffic control device studies can also be initiated based on problem areas identified through community complaints, traffic accident data, or traffic disruptions documented by LE patrols on their daily patrol reports. Military police, due to their patrol presence across the AO and visibility over traffic accidents and disruptions, are uniquely positioned to identify these disruptions and the requirements for conducting device studies. Areas and conditions identified by military police as traffic problem areas represent the primary instances where military police assets will conduct traffic control device studies. The following four types of traffic control devices may be studied separately or in combination:

- **Signs.** Signs are used to regulate, warn, or guide traffic. These devices include automated signs used to pass important hazards or threat warnings to the public, including—
 - Evaluating conditions.
 - Indicating inventory.
 - Validating placement locations.
 - Confirming adequacy of an intended message.
- **Signals.** Signals are used to regulate, warn, or guide traffic. The purpose of these powered or automated devices is the same as for signs.
- **Pavement markings.** Pavement markings are used to regulate, warn or guide. This includes lines, patterns, words, and other markings set into pavement or curbing. These marking are all studied for the same reasons.
- **Cameras, radar, and other detection devices.** These devices are used to monitor traffic flow, capture the speed and film of vehicles violating traffic regulations, or capture and display vehicle speed for driver awareness and deterrent effect.

Sign Studies

6-62. Sign studies can be conducted to determine the need for keeping, replacing, or adding signs. Study teams can collect data for analysis of the relationship between driver obedience to posted signs and accident frequencies. Sign studies can enable military police to make recommendations on how to improve driver obedience; this may include selective enforcement, education, sign relocation, fresh paint, reflective material, or a combination of these measures. Sign studies include the determination of sign—

- **Type.** The study team may determine that a change to current signage is required; for example, a stop sign may no longer be needed and should be replaced by a yield sign.
- **Size and shape.** Sign size and shape are typically standardized. In foreign countries, military police must use the standard established and understood by the HN.
- **Color.** Sign color is also standardized. The team should examine existing signs for fading or alteration due to vandalism. Signs may require replacement if excessive degradation of the sign is identified.

- **Reflectivity.** The reflective property on signs must allow visibility at night to allow for sufficient reaction time. Maintenance is required if additional reflective material or sign replacement is deemed necessary to correct degraded reflectivity.
- **Location (including sign visibility).** The team determines sign placement, including distances from pavements or curbs, distances from intersections, heights, and any other key characteristics unique to specific locations. Signs should be placed in locations where the target population can observe the device and have adequate time to react. Sign movement or additional signage may be recommended. Trees, shrubs, walls, or other objects may obstruct views.
- **Driver compliance.** Key to the overall intent of sign studies is the determination of driver compliance. The level of driver compliance can be attributed to many possible factors, to include those previously listed. However, driver noncompliance may not be a result of failure to observe or understand traffic control signs or other devices. In these instances, targeted enforcement by LE at identified problem areas may be required.

6-63. Data from sign studies is organized for analysis and assessment by military police and staffs from other study teams represented. The results of subsequent analyses and assessments can be used to determine a need for—

- Improved sign compliance through targeted enforcement and traffic control measures. (Facts from this study can be used to justify this need to the public.)
- Removal or modifications to the types of signs at intersections where a combination of the following factors exists:
 - Views at the intersection are unobstructed and allow a clear view and adequate reaction time for motorists, typically in areas where speed is low. Care should be taken when recommending a reduction in control measures at any intersection where posted speed limits are high.
 - Vehicular conflicts at the intersection are not a problem.
 - Accident rates at the location are extremely low.
- Lack of visibility may often be the reason for noncompliance. Obstructions affecting visibility may include—
 - Hourly or seasonal variations (weather, leaves, branches on trees, parked cars).
 - Man-made obstructions (buildings, fences).
 - Separations between the driver and the sign. On wide, multilane streets, drivers on interior lanes may not observe signs placed on the shoulder of the road. This can be corrected by putting another sign in a center median (if available) or emplacing overhead traffic control devices.
- Reflective markings on the pavement may be used to complement existing traffic control devices and help alert motorists of traffic control requirements.

Signal Studies

6-64. Signal studies are performed to check driver compliance of traffic control signals, typically at intersections. They can be used to determine a need for targeted enforcement, education, signal retiming, or other physical changes.

6-65. Traffic control signals at intersections permit conflicting traffic movements to occur in an orderly and safe manner through a common space. The various traffic movements, whether pedestrian or vehicular, are signaled to move for specified periods or phases. Traffic control signals are studied to identify and document—

- **Signal type.** The signal may be a fixed-time, flashing, traffic-actuated, or other type.
- **Location and position.** Signals may be centered over the intersection, over each lane direction, mounted on poles on the side of the roadway, or in other configurations.
- **Physical information.** This information includes the size of the signal, number of lights, presence of shields or other devices to control visibility, and other characteristics.

- **Phasing (the time the light is applicable to each direction at an intersection).** The movements at an intersection are grouped; these groups of movements make up a separate phase. Each phase of a signal is devoted to only one set of movements. The movements within a phase are those that can proceed concurrently without major conflict. Movements are sometimes allowed to occur simultaneously, even though minor conflicts are possible. Pedestrians can typically cross intersections while turning movements are occurring; these actions are known as *permitted movements*. A movement that occurs without any simultaneous permitted movement is known as *protected movement*. A traffic control signal allowing only one movement to occur while all others are halted (such as a left turn across the roadway) is an example of a protected movement.
- **Phase timing (green, amber, and red time).** Timing refers to the length or duration of elements within a given phase (such as the respective duration of each light interval [green, amber, and red or the interval between green lights]). Important timing intervals for traffic control signals include the—
 - **Green interval.** Green interval is the period of the phase during which the green signal is illuminated.
 - **Amber interval.** Amber interval is the period of the phase during which the amber light is illuminated.
 - **Red interval.** Red interval is the period of the phase during which the red light is illuminated.
 - **Effective green time.** Effective green time is the total time spanning the green and amber intervals. This is the actual time that movement through an intersection (with respect to that light phase) is allowed.
 - **All-red interval.** All-red interval is any period or interval when all of the intersection signals are red.
 - **Intergreen interval.** Intergreen interval is the time between the end of a green light for one phase and the beginning of a green light for the subsequent phase.
 - **Pedestrian walk interval.** Pedestrian walk interval is the time during which the pedestrian is signaled to cross the roadway. Typically, a pedestrian signal interval is 4 to 7 seconds. (The pedestrian crossing time should be based on the average time required for a pedestrian to cross the intersection.) The pedestrian crossing time must be totally within the green interval for vehicular traffic traveling the same direction as the pedestrian right-of-way. In some instances, especially for extremely wide roadways and heavy traffic areas, pedestrian movements may be isolated phases (no other movements allowed) and timing may be increased.
- **Cycle times.** A cycle is one complete iterative sequence of all phases of the signal.

6-66. Typically, a signal study is conducted with observers on opposite, diagonal corners of the intersection. In this manner, each team element can check traffic in two lanes, alternating to the left and right. This requirement is due to the traffic flow and increased fluidity associated with signaled intersections. If a specific trigger initiated the study (high vehicle accident rates, extreme congestion), personnel should ensure that the study is conducted during the same time of the day and days of the week associated with the trigger event.

6-67. Additional team members for specific sites may be required in some circumstances. Factors that may increase team size requirements include studies conducted—

- On multilane intersections.
- In higher threat environments.
- Where high pedestrian traffic is involved concurrently with associated vehicular traffic.

6-68. Data from traffic signal studies is organized for analysis and assessment by military police and staffs from other study teams represented. The results of subsequent analyses and assessments can be used to determine the need—

- For a special enforcement program to improve signal compliance. (Facts of this study can be used to justify this need to the public.)
- To make physical changes to traffic signals, including—
 - **Faulty timing.** Faulty timing may be responsible for some compliance problems, particularly if the phases are too short.
 - **Lights placed at improper angles.** Improper placement may allow both approaches to see lights at the same time, thus creating confusion. This can be corrected by using hoods or louvers.
 - **Physical locations.** Signals at complex intersections may be confusing. An assessment of repositioning options may be warranted.
 - **Stop lines or other pavement markings.** Adding pavement markings can increase reaction time and driver awareness. Directional lights may be necessary at intersections with a high number of left turns.
- To improve the visibility of signals, including—
 - **Hourly or seasonal changes.** These changes may include foliage or the position of the sun in the morning or late afternoon.
 - **Hoods and louvers.** These devices may be used to shade the signal and help reduce glare if the sun is causing visibility problems.
 - **Illuminated advertising signs.** These types of signs may interfere with signal observation.

Pavement-Marking Studies

6-69. Pavement markings are the lines, patterns, words, and other markings set into pavement or curbing. They can be used to mark areas restricted from vehicular traffic (fire lanes, no parking zones). They can also be used to identify the roadway (such as in highway confidence markings). Pavement markings can provide advanced warning of turn lanes or exit ramps. They are used extensively to identify stop lines and pedestrian crosswalks. Pavement markings are typically used to augment or enhance existing traffic control measures to increase awareness and compliance. When studying pavement markings, personnel should check the marking—

- **Type.** Types of markings include solid lines, double lines, or left-turn lines.
- **Visibility.** Visibility of the marking is condition and reflectivity.
- **Material.** Material used on the marking includes paint or other material.
- **Measurement.** Measurement of the marking includes line length and width.

6-70. Data from pavement-marking studies is organized for analysis and assessment by military police and staffs from other study team capabilities represented. The results of subsequent analyses and assessments can be used to determine the need to—

- Improve pavement-marking compliance observance through targeted enforcement and traffic control measures. (Facts from this study can be used to justify this need to the public.)
- Make markings more visible. The lack of visibility may be caused by fading or degradation of reflective material and may often be the reason for noncompliance. Lack of visibility.
- Add pavement markings where none currently exist to augment existing traffic control measures.

Cameras, Radar, and Other Detection Device Studies

6-71. Studies of cameras, radar, and other detection devices are typically focused on obtaining data that leads to the assessment of the effectiveness of the device or increased compliance. These devices are used to monitor traffic flow, capture the speed of and film vehicles violating traffic regulations, or capture and display vehicle speed for driver awareness and a deterrent effect. These devices are typically employed in problem areas as an additional traffic control measure to existing signs, signals, or markings. Their employment is typically based on staff recommendations to provide additional control measures in problem

areas as an economy of force measure. When assessments of the effectiveness of these devices result in further noncompliance, targeted enforcement by LE patrols is typically warranted.

Origin Destination Studies

6-72. An origin destination study is used to determine travel patterns for traffic in an AO during a typical day. They are useful in assisting long-range traffic planning, especially when there are substantial changes anticipated in the AO or mission. An origin destination study is conducted to determine the amount of traffic and the impact of movement on an AO. The study focuses on three categories of movement or trips, defined as one-way movement, from start point (origin) to end point (destination). Trips are further classified as—

- **Internal.** Internal is defined as one point to another point within a given area (assigned AO, city boundary).
- **External.** External is defined as a given area (assigned AO, city boundary) to a destination outside the area or vice versa.
- **Through.** Through is defined as trips traveling through the AO, with a start point and an end point outside the area (assigned AO, city boundary).

6-73. Typically, origin destination studies are conducted using questionnaires, roadside interviews, or home interviews. The exact method must be determined ahead of time, based on the characteristics of the AO, time constraints, and other factors. The number of personnel needed to conduct this study depends on the method of study used. A sampling of the typical traffic is taken. Based on extrapolation of the data collected, an estimate of the percentages for each type of movement (internal, external, or through) can be determined. The greater the number of samples, the greater the accuracy of the study. To encourage cooperation, the community should be made aware in advance of the reasons for the study. Information concerning the study should be disseminated to the public. Questions directed to the public in an origin destination study may include the following:

- How do you normally travel to and from your place of duty?
 - Do you drive a car?
 - Are you a passenger in a car?
 - Do you take public transportation?
 - Do you walk?
- If you drive a car, please answer the following:
 - How many people are typically in the car (include self)?
 - Where does your trip originate (street address, city)?
 - What is your normal route?
 - Where do you park your car upon arrival at your destination (parking lot location or identification, nearby building number or landmark, or nearest intersection)?
 - Where do you work?
 - What is your destination and the destination of other members in your car pool?
 - What is the normal time for your commute?
 - What are your normal alternate routes in the event of delays?

6-74. Information from these studies can be used to anticipate present and future traffic patterns, especially the demand to be placed on the road network in the future, and when data from consecutive studies is compared and analyzed. When compiling data, samples should be collected to provide representative percentages for a 24-hour day. Origin destination studies can provide information concerning—

- The number of trips into, within, and through an AO.
- The time of day, mode of travel, and number of occupants in a vehicle during a trip.
- Present travel patterns, areas that generate the most traffic, and efficiency of traffic lanes concerning flow and safety.
- Evaluations of the general road plan and current or foreseeable problems.

- The need for revised flow patterns, alternate routes, new streets, and parking areas.
- Parking patterns in major functional areas of the AO.

Vehicle Occupancy Studies

6-75. Vehicle occupancy studies are used to determine the number of occupants in each vehicle passing a given location or entering or exiting a particular road. These studies can be used in conjunction with volume studies and are generally used to determine vehicle occupancy during peak traffic times. Vehicle occupancy studies are typically manual counts that require study teams to position themselves where they can observe the target traffic flow and personnel inside the vehicles. Data is tabulated to reflect the number of persons within a vehicle and the direction of travel. To ensure that enough data is collected to be statistically relevant, at least 500 vehicles should be counted at each location.

6-76. A vehicle occupancy study is typically conducted within a window beginning before significant increases in traffic flow (during shift changes, morning or evening rush hours) and ending after significant traffic flow has subsided. The exact window should be determined by staff, based on local traffic patterns and other requirements. Separate counts can be made for morning peak, evening peak, and other peak traffic periods. Comparison data can also be collected during nonpeak periods. Counts of passenger cars, trucks, and military vehicles should be in separate categories. Counts of buses or other mass transit can typically be obtained from transit system records. The results of the study can be used to determine the current use of—

- Car pools, the need for encouraging carpooling, or the evaluation of requirements to establish a car pool program to mitigate traffic congestion.
- Available public transportation and the need for future public transit systems or capacity.
- Current parking facilities and requirements for the construction of additional facilities.
- Networks and potential requirements for additional road capacity.

Pedestrian Studies

6-77. Pedestrian studies are used to determine if any pedestrian-vehicle conflicts exist at certain locations. They are also used to establish needs for special precautions at locations of high accident frequencies and other congested areas (schools, hospitals, troop areas). The resulting data is typically a manual count, obtained by study team using mechanical counters. Counts should be tabulated at 15- or 30-minute intervals. This enables analysts to isolate and compare pedestrian traffic at specific time frames and with corresponding vehicle traffic volumes.

6-78. Counts should be made during peak pedestrian hours; the hours should be tailored to meet the characteristics of the specific AO. If service facilities (shopping, other commercial areas) are studied, counts should be made on days of heavy use. The results of pedestrian studies can be used to determine—

- The need for pedestrian protection measures (sidewalks, fences, crosswalks).
- Pedestrian traffic interference with vehicle turning. These determinations can result in recommendations to adjust traffic signals.
- The need for school crossing guards.
- The extent and impact of jaywalking. Where jaywalking is deemed hazardous, remedial action may be necessary. This is typically focused on public education campaigns as a first effort, followed by further traffic control or enforcement measures (if necessary).

Speed Studies

6-79. Speed studies measure vehicle speeds at specific locations. The intent is to measure vehicle speeds to determine what the maximum and minimum safe speeds are for the given roadway. To be reflective of normal driving behavior, the study should be made in good weather and without military police presence. Military police observers, who are not in military police uniform, should be inconspicuously located while collecting data; speed detection equipment used should not be mounted on an LE vehicle. Speeds should be checked on a controlled basis (such as every second or third vehicle). The study should not be conducted at a location that has recently been subjected to a speed enforcement program.

6-80. Speed study data is typically collected over a 24-hour period, and is spread across three time periods (such as morning, afternoon, and evening) at each location to capture an accurate representation of vehicle speeds across the entire period (peak traffic times should be excluded). Each location should be studied for at least 1 hour, with a minimum of 50 vehicle speeds collected (the more samples collected, the more accurate the study will prove). Data is tabulated and grouped by speed and type of vehicle (passenger or commercial).

6-81. Only free-floating vehicles should be checked. Free-floating vehicles are driven by persons who are free to choose their own speed (not restricted by traffic congestion, groups of vehicles, or other environmental conditions that would artificially slow their travel). Study personnel should only check the lead vehicle in a line or group of vehicles. They should not measure the speed of vehicles changing lanes, passing, or turning. Speed studies are typically conducted at—

- Roadways which have recently had changes in the speed limit or where existing speed limits need to be evaluated.
- Locations where traffic control devices are proposed.
- Major thoroughfares.
- Locations with high accident frequencies.

6-82. Personnel analyzing data received in a speed study must consider the maximum and minimum speeds in normal conditions. The average speed is not useful. The maximum safe speed is typically considered to be in the 85th percentile; the minimum safe speed is in the 15th percentile. To obtain percentile averages, use the following formulas:

- Find the total number of vehicles checked (cumulative total).
- Find 15 percent of this total number (multiply the number by 0.15). Round the results to the nearest whole number.
- Subtract this 15 percent from the cumulative total. The result is the 85th percentile.
- Find the total number of vehicles traveling in each speed classification. (For example, one vehicle was traveling 66.6 miles per hour, three vehicles were traveling 60.0 miles per hour, and two vehicles were traveling 54.5 miles per hour.) List groupings on a table from fastest to slowest. In the cumulative total column, insert a running total.
- Start at the top of the cumulative total column (the highest speed recorded), and add the numbers downward until the number most equal to 15 percent of the total is found. This is the 85th percentile.
- Subtract 85 percent from the cumulative total to get the 15th percentile.

6-83. Speed studies are conducted to determine—

- Proper speeds for new or improved roads. A speed study shows statistically the maximum and minimum safe driving speeds. From this information, speed limits can be set (or readjusted).
- Posted speeds that require revision. If the speed study reflects the 85th percentile (speeds grossly inconsistent with posted speed limits), revision to the posted speed may warrant additional assessment.
- Traffic control devices that are needed. A study helps determine where traffic control devices are needed to encourage safe approach speeds to intersections or other dangerous locations.
- Potential cause and effect relationships between speed and the number of accidents (requires correlation to accident data).

6-84. Additionally, speed studies can help military police to—

- Determine compliance with established speed limits, including the effectiveness of speed control programs and the need for change in the enforcement program.
- Determine the appropriate timing on traffic signals. For example, the timing of an amber traffic signal depends on the speed of approaching traffic. Speed limits are never set to match the timing of signals.
- Prepare traffic speed maps showing areas where slow speeds cause congestion and fast speeds create danger areas.
- Determine if complaints about speeding are justified.

Speed Delay Studies

6-85. Speed delay studies are used to determine speed variations along particular routes at different times; the number, location, cause, frequency, and duration of delays; and the overall speed and travel time along a route. A speed-delay study shows overall speed and moving speeds between specified locations. It shows delay times and locations and the cause, frequency, and location of delays. Though speed delay studies target peak traffic times, nonpeak times can also be measured for comparison data.

6-86. The speed delay study requires a driver and a recorder. The study teams travel along predetermined routes. The length of the routes and predetermined landmarks should be identified before the study. The study should be conducted during peak hours, and multiple teams should conduct studies on the same day.

6-87. The study vehicle enters the mainstream of traffic at the starting point. If more than one car is used on the same route, start times should be staggered. The recorder documents the start time and odometer reading at the beginning of the route, the elapsed time and odometer reading when passing the predetermined landmarks, and the time and odometer reading at the end of the route. The location, nature, and time of delays are also recorded. A stopwatch is used to time delays. Delays are anytime the study car is not moving (at stop signs or signals, while waiting to make left turns, because of congestion). Speed delay studies can help military police—

- Map travel speeds on different routes to determine the most efficient routes of travel.
- Locate points of congestion and insufficient road capacity.
- Evaluate traffic control devices and the adequacy of posted speed limits.
- Determine priorities for traffic control and road construction programs.
- Study emergency vehicle movement times at different times of the day.

Vehicle Volume Studies

6-88. Vehicle volume studies are conducted to obtain information on the number, direction, and variations of vehicle traffic passing through an intersection or along a major route. Vehicle counts are typically conducted over 12- or 24-hour periods and include peak traffic times. Vehicle volume studies should be conducted on normal workdays, and during good weather conditions to obtain normal volume counts. The count should begin 30 minutes before peak traffic periods and end 30 minutes after each peak period. Vehicle volume studies are typically conducted manually by the study team. Traffic counts should be collected in tabular form and grouped in 15- or 30-minute intervals. Vehicle counts should also be tabulated by vehicle actions at intersections (straight, right turn, or left turn).

6-89. Security personnel typically maintain traffic counts as part of their normal duties at access control points supporting posts, camps, and stations. This same requirement can be replicated for security personnel at access control posts and checkpoints during contingency operations. Counting mechanisms (pneumatic road tubes, sensors) can be employed along straight roadways or access points when vehicle turning movements are not relevant to the study. The information gathered in a vehicle volume study is typically used in conjunction with other study data (such as traffic control device studies). The data can be used to—

- Study traffic control devices and their effectiveness. The study may justify the existence or need for—
 - Fixed-time or traffic-actuated signals.
 - Stop signs, speed zones, or pavement markings.
 - Manned TCPs at specified locations and times.
- Analyze other studies and evaluate the number of accidents based on volume and directional movement.
- Assess the need for street lighting and signals by comparing day and night traffic volume to day and night accident frequency.
- Assess future requirements (through streets, secondary roads, roadway improvements).

Traffic Accident Studies

6-90. The purpose of studying traffic accidents is to identify problem areas and measures to increase traffic safety and reduce the frequency of accidents. Traffic accident prevention programs require the continuous study of accidents, violations, and mitigation measures to reduce traffic accidents. Traffic accident studies enable PMs, military police commanders, and staff to identify trends, patterns, and associations, enabling the—

- Identification of high accident rate locations.
- Evaluation of roadway design factors.
- Planning of traffic control and targeted enforcement measures to reduce traffic accidents.
- Evaluation of traffic control and enforcement measure effectiveness.

6-91. The validity of any analysis depends on the accuracy of the raw information that is obtained. This fact is particularly important when studying the causes of accidents. Military police can extract a large amount of accident data from the COPS database. When military police are supporting HN police activities, accident analysis relevant to HN populations and locations is required, and also other means of data retrieval may be needed. HN LE organizations may or may not have detailed traffic accident information. The information they do have may be in the form of hard copy accident files or in relatively modern, automated databases. Military police must work closely with the HN to obtain the data required to conduct relevant traffic accident analysis.

6-92. Accidents occur because of a variety of factors and in complex combinations. Phrases (*following too closely, speed excessive for conditions*) are often insufficient to provide for valid analysis. Military police staff and analysts should be cautious when interpreting traffic accident cases using subjective language that is not measurable. Traffic accident studies require military police to—

- Obtain accident data. The following information should be obtained when studying accidents:
 - Location.
 - Date and time (hour, day, month, and year).
 - Cause.
 - Type.
 - Light and weather conditions.
 - Driver's name, age, sex, and experience level.
 - Seat belt usage.
 - Command or unit involved.
 - Traffic controls.
 - Injuries or fatalities.
- Identify high accident rate locations.
- Review or prepare collision and condition diagrams.
- Conduct field observations at the location during conditions similar to those present at the time of the accident.
- Summarize facts.
- Analyze facts and field data and recommend corrective actions.

Mapping

6-93. The mapping of incidents is critical to the identification of high accident rate locations. Some accidents may require unique representation on the map to differentiate them from other accidents. Accidents should be plotted by type. For example, fatality accidents, injury accidents, and accidents involving alcohol or other substance abuse will typically be represented differently than minor accidents with relatively little damage and no injuries. Traffic accident maps can be created manually using pins, stickers, or other physical mediums affixed on a map of the AO. GIS applications can also be used to plot accidents and display detailed environmental, equipment, and other terrain features relevant to studying accidents and specific accident locations.

Collision Diagrams

6-94. A collision diagram permits the study and analysis of particular intersections or curves at which a number of accidents have occurred. The diagram consists of an outline map of the location and symbols showing the direction of movement of vehicles and pedestrians involved in accidents. If stationary objects are important in accidents, they should be included in the diagram. Each diagram should—

- Include a drawing of the intersection.
- Identify the diagram.
- Identify the streets shown.
- Plot accidents, to include the—
 - Direction of travel.
 - Date of accident.
 - Time.
 - Road conditions.
 - Weather conditions.
 - Contributing factors (defective vehicle equipment, equipment failure [including traffic control devices], intoxication or other impairment, environmental considerations).

6-95. Care should be taken to ensure that the collision diagrams do not show different sets of circumstances affecting the scene (such as diagrams showing an intersection before and after a stop sign has been installed). Collision diagrams should be analyzed for points of similarity. These points may include—

- Collision patterns involving vehicles traveling in the same direction (a collision caused by a vehicle traveling northbound and another vehicle traveling eastbound that causes a head-on collision, a collision involving eastbound and southbound vehicles at the same intersection).
- Accidents of one type (cars turning left).
- Accidents occurring during one season of the year.
- Accidents occurring at a certain time of day or during certain lighting conditions.
- Accidents occurring under the same weather conditions.

Condition Diagrams

6-96. When conducting traffic accident studies at a specific site, personnel will use additional detailed information during the analysis process. A condition diagram that provides an accurate picture of the physical conditions present at the location being studied can provide insight into the causes or contributing factors of other accidents at the location. This information can provide insight into the effects that obstructions can have on a driver's view and road conditions.

6-97. Condition diagrams may indicate that view obstructions are contributory causes of accidents. A driver proceeding at normal speed on one street should be able to see another vehicle approaching at normal speed from an intersecting street. Obstructions reduce this ability. A driver should have the time and visibility to react and stop or slow a vehicle to avoid a collision. Obstructions increase stopping distances. Elements that should be annotated on a condition diagram include—

- Curbs.
- Roadway limits.
- Property lines.
- Sidewalks.
- Driveways.
- View obstructions on corners.
- Physical obstructions on roadway.
- Ditches.
- Bridges.
- Traffic signals.

- Signs.
- Pavement markings.
- Streetlights.
- Grades.
- Road surfaces.
- Types of adjacent property.
- Irregularities (potholes, dips).

6-98. Personnel can obtain some diagram information from traffic accident reports and associated collision diagrams. If the accidents are relatively recent, a site visit can provide required detail. Personnel can prepare a condition diagram in conjunction with a field observation of the accident location. Field observations should be made under the same weather and light conditions present during most traffic accidents.

6-99. After a traffic accident study is completed, recommendations for improvements should be made. These recommendations may include—

- Changes to traffic control devices and measures (repairs, modifications, or emplacements).
- The removal of obstructions at high accident locations.
- Safety and education programs.
- Targeted enforcement measures.

TRAFFIC ENFORCEMENT

6-100. The enforcement of traffic laws and regulations is an important public safety activity. The purpose of traffic enforcement is to ensure that roads are safe for all traffic and to compel compliance with traffic laws by all motorists. Traffic enforcement is conducted when traffic control measures alone (including traffic control devices, public education campaigns, and other initiatives) are ineffective in compelling compliance with traffic regulations, restrictions, and other safety mechanisms required to protect persons, resources, and traffic flow. An effective traffic enforcement program requires highly trained TMCIs. These specialized investigators are subject matter experts in the laws and methods encompassed in executing traffic programs and conducting traffic accident investigations.

6-101. Traffic enforcement is routinely employed in support of posts, camps, and stations. It can also be employed during contingency operations, typically as the AO matures to enforce command safety directives in an effort to reduce vehicle accidents and prevent injury or death to U.S. forces and local citizens. These traffic enforcement measures are typically conducted as a part of the an overall L&O mission conducted by military police in support of base and other geographic commanders.

6-102. Military police may also be required to enforce traffic regulations on an HN population to maintain an adequate level of civil control on the roadways until HN capability and capacity to conduct effective traffic operations can be generated. The enforcement of traffic laws on an HN population should always be done consistently with HN laws to the greatest extent possible. The unnecessary enforcement of traffic control measures not consistent with HN laws and customs typically results in excessive noncompliance, animosity toward U.S. forces, and the loss of credibility and legitimacy for U.S. forces in the eyes of the local population. When traffic control measures must be enforced to protect personnel and resources, extensive police engagement and other information strategies should be employed to educate the HN population and ensure that traffic control requirements are understood.

TARGETED TRAFFIC ENFORCEMENT

6-103. Targeted or selective enforcement is designed to compel compliance with traffic control regulations and devices and to lessen the probability of traffic accidents at targeted high-risk locations or areas. Noncompliant behavior is identified through citizen complaints, traffic studies, or other analysis of police information. During targeted or selective enforcement operations, select traffic patrol assets are assigned to areas or intersections with specific enforcement guidance targeting specific, identified behavior

problems, including specific times, locations, and violations to be targeted. Proper data collection and analysis is necessary for effective, targeted traffic enforcement activities.

6-104. Continuous analysis and assessment of traffic flow, accident rates, compliance with traffic control measures, and other applicable data are critical to accurate and informed targeting decisions by PMs, military police commanders, and other LE personnel regarding traffic enforcement activities. After a targeted enforcement activity is initiated, data is gathered for analysis to assess the effectiveness of the specific enforcement activity. Modifications to targeted traffic enforcement strategies may be necessary based on the feedback and analysis of existing activities. Targeted enforcement based on analysis and assessment of traffic-related data allows PMs, military police commanders, and staff to better allocate limited traffic enforcement resources. The dispersion of limited resources and the targeting of identified problem areas facilitates the most effective use of LE assets to protect personnel and resources, while mitigating traffic disruptions caused by traffic accidents.

6-105. When significant traffic problems are identified, saturation enforcement can be conducted. Saturation enforcement measures are typically an option of last resort when other measures prove ineffective. During saturation enforcement, LE patrols converge on the specified problem area in much larger numbers than during typical targeted enforcement activities. While conducting saturation enforcement, patrols are typically instructed to enforce a no-tolerance policy for traffic violations. Saturation enforcement is extremely manpower- and resource-intensive; it diverts LE resources from other areas to focus on problem areas. Saturation enforcement can also result in public backlash caused by a perception that LE elements are being unfairly stringent on a particular segment of the community.

CHECKPOINT OPERATIONS

6-106. Checkpoint operations conducted by military police are command-authorized inspections. The purpose of checkpoint operations within the context of traffic enforcement is to create a deterrent effect—the perception of increased risk of detection, citation, and possible apprehension for traffic-related violations. Checkpoint operations on posts, camps, and stations and at bases during contingency operations can be incorporated within existing RAM directed by the command and implemented by Army LE. Public information and education should be an integral part of any vigorous enforcement program.

6-107. Checkpoint operations are conducted routinely to suppress driving under the influence violations; enforce vehicle inspections, registrations, and driver licensing requirements; and address other public safety concerns. Effective checkpoint operations require extensive planning and coordination. Some factors to consider when implementing checkpoint operations include—

- **Policies and procedures.** Checkpoint operations should be conducted consistent with established command and LE policies. Military police must have specific procedures outlining the conduct of checkpoint operations that address checkpoint requirements, including manpower, equipment, logistical support, safety, communications, and transportation. Advanced mission planning and rehearsals are critical.
- **Safe locations for checkpoints.** The primary concern in checkpoint sites is the safety of the general public and LE personnel. Checkpoint sites should—
 - Be located in an area that can be controlled by LE personnel.
 - Be located in sufficient space to establish inspection areas out of the traffic lanes and allow vehicles not selected for inspection to proceed with minimal delay and disruption. These inspection areas should allow for easy exit from, and reentry into the flow of traffic.
 - Afford adequate visibility for approaching drivers and sufficient lighting within the checkpoint and inspection area.
 - Accommodate higher force protection conditions when located within contingency environments where an elevated threat level is present. The site should include areas where Soldiers can engage threats from a covered position. Overwatch elements should be included in the site security plan.

- **Traffic control devices.** Drivers should have clear warning and visibility access to checkpoints well in advance of any required action on their part. Warning methods could include—
 - Warning signs, flares, safety cones, portable barriers, and other portable traffic control devices for marking or closing lanes.
 - Portable lighting systems to illuminate an area. Care must be taken to ensure that lighting does not blind approaching drivers.
 - Marked patrol vehicles with warning lights flashing to effectively warn approaching drivers. When conducting operations with tactical vehicles, personnel should position vehicles with headlights and flashers operating to provide adequate warning to approaching drivers.
- **Legal requirements.** Coordination should be conducted with the supporting SJA to ensure that planned checkpoint operations are legally sound. Checkpoint operations must not target specific individuals or groups (profiling). To withstand scrutiny allocations and legal challenges, operations must be conducted in a manner which ensures that personnel inspected are chosen randomly. The SJA can provide advice and recommendations to ensure that legal checkpoint operations are conducted within legal constraints and that any citations or apprehensions can withstand scrutiny and result in successful adjudication.
- **Training and certification.** Sufficient LE personnel who are trained and certified in field sobriety testing, breath alcohol content equipment, and other required capabilities should be on site to expeditiously process personnel.
- **MWD assets.** MWDs can be used to search for illegal drugs and explosive contraband. They can also serve as a significant deterrent by their mere presence on site and can result in spontaneous confessions by subjects transporting contraband.
- **Other logistical considerations.**
 - Personal safety equipment (reflective vests, flashlights, other standard LE gear). These items should be worn by all LE personnel conducting checkpoint operations.
 - Camera and video capability. Cameras and video recording equipment should be on hand to document evidence as required.
 - Automation equipment and required administrative supplies. These items should be available to LE personnel for required casework.
 - Spare radios, batteries, and other communications equipment. These items should be readily available to ensure constant communication with the military police desk.
 - Mobile breath test equipment and drug test kits at checkpoint sites.

SPEED MEASUREMENT EQUIPMENT AND CONSIDERATIONS

6-108. While speeding does not cause all accidents, it is a major contributor to many accidents. Additionally, excessive speed increases the severity of accidents, potentially causing serious injury or death and increased damage to personal and government property. Speed measurement devices are used by military police to measure the speed of moving vehicles in speed enforcement activities and traffic studies (speed studies). Speed measurement equipment available to military police includes—

- **Radar systems.** Small Doppler radar devices can measure the speed of moving vehicles. These devices can be handheld or vehicle-mounted systems. Handheld devices are typically used in contingency environments. Military police must ensure that handheld systems requisitioned for use in tactical vehicles are configured to the vehicle's electrical system.
- **Light detection and ranging (LIDAR) systems.** These systems are similar to radar systems, except LIDAR use laser light to measure the speed of objects. LIDAR and ranging systems can be handheld or vehicle-mounted.
- **Video image detection systems.** This technology uses video cameras and associated software applications to record vehicle numbers, types, and speeds. These systems are typically mounted to a stationary object and oriented on the road or intersection.

6-109. Speed measurement equipment systems require significant initial resource investments to cover equipment and installation costs. Some jurisdictions only recognize specific types of speed detection

equipment. PMs, military police commanders, and staffs must ensure that the speed equipment used is recognized by the judicial authorities within their AO.

6-110. The use of speed measurement equipment requires training and periodic certification for LE personnel. Operator training includes site selection, equipment positioning and handling, the use of an internal calibration system or tuning fork, and environmental effects judgment (terrain, structural interference, weather conditions). Documentation of this training and certification may be required in judicial proceedings. Speed detection systems also require cyclical maintenance, to include calibration. A scheduled maintenance program must be established and records maintained of services performed by qualified technicians according to manufacturer specifications. The proof of cyclical calibration may also be required in judicial proceedings. The maintenance and calibration of speed detection equipment must be considered when deployed into an austere environment where maintenance and calibration assets may be unavailable.

VEHICLE CONSIDERATIONS

6-111. Typically, vehicles used during traffic enforcement operations in support of posts, camps, and stations are specially equipped sedans or light trucks. These vehicles will have, at a minimum, emergency light systems, speed detection equipment, and LE communications equipment. Additionally, they may be equipped with other police package details, to include special interiors designed for transporting apprehended persons; safety cages; automation equipment; and high-performance engine, transmission, and suspension systems. The level of specialization is largely dependent on command priorities and resources.

6-112. LE vehicles may be marked or unmarked. Marked vehicles will display markings to make them easily recognizable to the public, to include top-mounted light systems and vehicle graphics identifying them as military police. Other vehicles may be unmarked. Unmarked vehicles will have no exterior graphics, and light systems will be covertly mounted to limit the public's ability to readily recognize the vehicle as a police vehicle. Unmarked vehicles are used extensively by MPI and USACIDC SAs; they are also a choice for some traffic enforcement operations.

6-113. In some traffic operations, unmarked vehicles are important to reduce the chance of identification. During traffic studies, for example, LE personnel may use unmarked vehicles to avoid artificially altering data due to public reaction to a police presence. Similarly, during some traffic enforcement activities, TMCIs may use unmarked vehicles to avoid premature detection. There are advantages and disadvantages to each strategy.

6-114. The advantages of using marked vehicles include—

- **High visibility.** A marked car provides physical protection to personnel. Increased visibility can provide added safety by alerting the public to an LE presence and the possibility that their maneuvers or actions on the roadway may not be consistent with normal vehicle operations. In addition, visibility conveys the appearance of an active LE program in support of the community and fosters public support and good relations with the community.
- **Deterrent effects.** The mere presence of a marked vehicle typically has a deterrent effect. For example, having a marked military police vehicle in a reduced-speed zone (in highly populated market areas, school zones) can have an immediate effect on traffic speed, reducing levels without the need for issuing citations.

6-115. The disadvantages of using marked vehicles include—

- **Wind resistance.** Light systems mounted atop LE vehicles increase drag, decreasing acceleration and creating reduced fuel economy.
- **Habitual problem areas or flagrant violators.** While marked vehicles can be a deterrent by their mere presence in an area (sometimes referred to as the *halo effect*), this is a temporary condition that stops immediately upon departure of the vehicle. Instances where there are significant problems with traffic violations or other offenses may require the use of unmarked vehicles to reduce the visibility and predictability of LE presence. The reduced detection ability increases the probability of an offender being caught and reduces violations more effectively over a longer period.

- 6-116. The advantages of using unmarked vehicles include—
- **Stealth and anonymity.** Unmarked vehicles offer a greater degree of stealth and anonymity. In cases where LE does not want to be detected until the time and point of their choosing, the use of unmarked vehicles is the preferred choice.
 - **Detection of flagrant violators.** Flagrant violations will typically not occur at a high rate when the violator knows that LE patrols are in the area. The use of unmarked vehicles can enable LE to observe flagrant and habitual violators. The fact that unmarked vehicles may be in the area can also increase any deterrent effect beyond periods where LE patrols (marked or unmarked) are physically present. Therefore, the unmarked vehicle can be an effective traffic enforcement tool.
- 6-117. The disadvantages of using unmarked vehicles include—
- **Low visibility.** Unmarked vehicles are less visible by design than marked vehicles. This can create increased risk for LE patrols. Army LE using unmarked vehicles must be constantly aware of their surroundings and anticipate the actions of others. Only experienced personnel should be tasked with missions using unmarked vehicles. The use of unmarked vehicles also reduces the appearance of an active LE program supporting the community. This can lead to the perception that LE personnel are not doing enough to support the public need.
 - **Officer misconduct.** The very anonymity that can be a benefit to traffic control and enforcement efforts can also provide an opportunity for increased officer misconduct. While rare, some personnel may feel that they are not recognized as Army LE and engage in inappropriate conduct. PMs, military police commanders, and operations officers must be cognizant of this risk. As stated earlier, only experienced personnel should be tasked with missions using unmarked vehicles.

TRAFFIC ACCIDENT INVESTIGATIONS

6-118. TMCIs are specially trained to conduct accident investigations. They receive training and designation as TMCIs upon successful completion of the Traffic Management and Accident Investigation Course, Lackland Air Force Base State. These investigators provide technical capabilities required for conducting traffic accident investigations and augmenting military police capabilities in conducting traffic enforcement and education. TMCIs reconstruct accidents involving fatalities or extensive property damage and investigate accidents involving minor injuries or damage to government property. They are skilled in identifying safety issues with roadways, operator training deficiencies, and systemic mechanical problems with vehicles.

6-119. Traffic accidents are extremely confusing events. How they occur, who or what causes them, and why they occur are factors the military police must determine. All military police Soldiers should know the fundamentals of traffic accident investigations and how to prepare traffic accident reports. TMCIs can assist in minor traffic accidents when required. Major traffic accidents involving death, serious bodily injury, or significant property damage should always be investigated by trained TMCIs. FM 19-25 contains in-depth information regarding traffic accident investigation techniques.

6-120. MPI or USACIDC SAs may assume investigative responsibility in accidents in which other offenses contributed to or resulted from an accident. Military police should notify the supporting USACIDC element when a traffic accident involves a fatality or when an offense occurs that is within the USACIDC investigative purview according to AR 195-2. In all cases, military police will complete the investigation of the actual traffic accident; a copy of the accident investigation will be provided to any other LE investigative elements involved.

6-121. DA Form 3946 (Military Police Traffic Accident Report), contains the essential investigative elements required (who, what, when, where, why, and how) to complete a traffic accident report. The report will include any required supporting documents, to include scaled diagrams, photographs, statements, results of breath analysis, and other evidence. The following guidelines may be used to determine the required depth of an investigation. This information can provide for the maximum effective use of military police resources in investigating traffic accidents.

RESPONSE

6-122. When dispatched to a traffic accident, military police must quickly assess the situation and determine priorities based on the severity of the accident, roadway blockage, injuries, environmental conditions, and many other factors. The on-scene investigation is concerned primarily with data gathering and recording. Upon arrival at an accident scene, military police must conduct a number of actions that may include—

- **Establishing traffic control.** Upon arrival, military police should determine if traffic control is needed. Traffic control mitigates the risk of additional accidents caused by traffic flow degradation resulting from the initial accident. In the case of—
 - Minor accidents where damage is minimal and no injuries are reported, accident vehicles may be directed out of the roadway to eliminate traffic control requirements.
 - Major accidents, vehicles are best left in place until an investigation of the accident site can be completed. The intent is to prevent other collisions from occurring and protect the scene while gaining as much information as possible to accurately report the incident.

Note. Additional patrols may be required to assist in traffic control until the scene can be cleared. For major accidents involving life threatening injuries or fatalities, scene processing may take several hours.

- **Assessing incidents for the presence of hazardous materials.** Military police responding to an accident site should always be aware that hazardous materials may be present. This is especially true in accidents involving commercial vehicles. While not as likely, passenger vehicles may also have hazardous materials onboard. Military police responders should—
 - Approach a scene, remaining observant for any signs of spill or odor that might indicate hazardous materials are present. Placards on vehicles can alert military police of hazardous materials on board that may or may not have been compromised.
 - Identify safety precautions to protect LE personnel and the public if hazardous materials are discovered. The fire department or other hazardous materials response elements may be required (see appendix H for additional information on responding to hazardous materials situations).
- **Identifying injured personnel.** Military police should determine the extent of injuries to people at the accident scene and administer firstaid and emergency treatment, as needed, while waiting for medical first responders to arrive. The fire department may be required to extract personnel trapped within wreckage. Military police should always recommend that persons with injuries (even minor injuries) seek evaluation by medical personnel to ensure that more serious medical problems are not present.
- **Requesting additional support.** Military police must assess requirements for additional emergency response capabilities. Support required can include—
 - Medical.
 - Fire.
 - Hazardous materials.
 - Civil engineers.
 - Towing services.
 - Portable lighting.
 - Temporary traffic control devices and personnel.
- **Obtaining vehicle and operator information.** Military police should check the driver's license, military identification, vehicle registration, and proof of insurance of persons involved in the accident.
- **Identifying damage.** Military police should determine damage to vehicles and surrounding facilities and infrastructure and document all identified information.
- **Locating and interviewing witnesses.** Military police should identify and separate potential witnesses. When possible, all witnesses should be separated until interviews are complete to

prevent discussion that may influence their perception of the events surrounding the accident. Statements should be taken when potential witnesses are identified as having significant information. All witness interviews that are not reflected on a witness statement should be documented as part of DA Form 3946.

- **Gathering required information.** Responding military police should obtain all facts surrounding the accident for inclusion in the accident report. Information should be verified by statements or physical evidence. This may include measurements for diagrams of the accident scene.
- **Completing the accident report.** Military police use all gathered data and observations to complete the DA Form 3946 and supporting documentation.

REPORTS

6-123. DA Form 3946 should be thorough and concise. The report may be used in civil or judicial proceedings and reflects the professionalism and capabilities of the military police Soldier or TMCI who prepared the report. Readers of traffic accident reports seldom know the writer; therefore, opinions are often formed on the basis of the report. The credibility of the report may be compromised based on the initial impression of the audience. Poorly written reports can make the most professional military police Soldier or TMCI appear incompetent and unprofessional. Military police who prepare accident reports should strive for—

- **Accuracy, brevity, and clarity.** Plan and write reports so that they clearly and accurately state the essential elements of the case.
- **Objectivity and impartiality.** In order to conduct a thorough investigation, the investigation must be objective and impartial. Never take sides.
- **Completeness.** Ensure that reports contain all information essential to the investigation. The report should answer the following questions—
 - What took place? Include all known actions leading up to and including the collision.
 - Who was involved? Include all persons surrounding the incident—drivers, victims, pedestrians, and witnesses.
 - When did the collision occur? Include the date, day, and time (for example, 25 March 2011, Friday, 1400).
 - Where did the collision occur? Describe the exact location, and include any diagrams.
 - How did the events occur? List the accident sequence of events in chronological order.
 - What elements were involved? Include all vehicles, persons, buildings, traffic control devices, characteristics of the roadway, and other environmental factors.
 - Why did the collision occur? This is a statement that includes the military police Soldier or TMCI's conclusion, based on the operational and conditional factors of the incident.

Chapter 7

Building Host Nation Police Capability and Capacity

Since the end of the Cold War, the United States and other Western powers, freed from the threat of Soviet intervention, have found themselves in an increasing number of operations requiring them to establish stability and security in different geographic areas of the world. Most often, this requires military police to police population centers and completely develop or retrain HN security forces to perform LE functions. The efforts to provide an LE capability and develop HN police and security forces to support that capability are typically needed during periods of varying length. The end state is reached when HN police and security forces are prepared to assume full responsibility for LE operations—independent of extensive outside support or assistance—to provide adequate security for the HN population.

CIVIL CONTROL

7-1. Stability operations involve multiple lines of effort for military forces to establish HN autonomy, legitimacy, and governance under the rule of law, including establishing civil security and restoring civil control. The first responsibility of U.S. military forces in a stability operation is to establish civil security. Establishing civil security is the natural precursor required to establish conditions for restoring civil control. Civil control centers establish the rule of law to build a functioning HN criminal justice system. A functioning criminal justice system encompasses the following key institutions necessary for a functioning justice system:

- Police personnel.
- Investigative services.
- Prosecutorial arms.
- Public defense.
- Prisons.

7-2. The restoration of civil control by the HN is required before effective governance under the rule of law can be established. Military forces may be required to initially restore and maintain civil order until efforts to establish HN security forces and police organizations that are trained and capable in LE and policing skills are available. U.S. and multinational military forces may be tasked to train or monitor the training of HN police forces.

7-3. Building HN police capability and capacity are critical elements for establishing civil control and sustained civil order. Police organizations operating under civil control are essential to success. Clear delineation of civil police authority and roles from those of the military are essential. The primacy of civil police organizations in dealing with crime and security concerns within a population is a clear indicator of success in achieving stability and a return to normalcy (see FM 3-07 for additional information on stability operations, including civil security and civil control lines of effort).

7-4. Initially, military police provide required technical capabilities and skill sets to conduct L&O operations in support of HN populations to establish civil security and to set conditions necessary to regenerate HN police capability and capacity. Military police play a central role in U.S. military efforts to establish civil control by indentifying gaps and capabilities in HN police capacity, including infrastructure and organizational requirements. Military police can then recruit, train, partner with, and mentor HN police organizations until the forces are capable of independent LE and police operations.

SECURITY FORCE ASSISTANCE

7-5. *Security force assistance* is the unified action to generate, employ, and sustain local, HN, or regional security forces in support of legitimate authority (FM 3-07). FM 3-07.1 provides doctrinal framework for security force assistance. Foreign security forces include, but are not limited to, military, paramilitary, police, and intelligence forces; border police, coast guard, and customs officials; and prison guards and correctional personnel who provide security for an HN and its relevant population or support a regional security organization's mission (see FM 3-07.1).

7-6. Military police, working with the HN to build HN police capability and capacity, work within the security force assistance framework as part of a comprehensive effort that includes all instruments of national power. Security force assistance emphasizes the development and empowerment of HN organizations, institutions, systems, and capabilities to overcome impediments to HN success. Military police and USACIDC Soldiers and leaders must understand that imposing solutions based on U.S. organizations, systems, procedures, and equipment is inconsistent with security force assistance intent. Military police Soldiers must be open to HN solutions that may initially appear lacking. HN personnel possess the advantage of understanding the local culture, traditions, and behavior that our personnel do not possess.

7-7. There are six imperatives applicable to security force assistance activities, and they are discussed in detail in FM 3-07.1. The discussion below applies the imperatives specifically to military police and their efforts to build HN police capability and capacity. Security force assistance imperatives include—

- **Understanding the OE.** Military police Soldiers and leadership must fully comprehend the OE and be prepared for, engaged in, and supportive of PDTT efforts to succeed. It is especially important that senior leadership empower subordinate leaders to make appropriate, timely decisions. While senior leaders must maintain situational awareness, decentralized control usually provides greater success and credibility with the HN police.
- **Providing effective leadership.** Leadership is critical in the dynamic and complex environments associated with reconstituting HN police organizations and building police capability and capacity. Effective leadership at all levels, from the most junior NCO to the most senior officer, is critical. Competent and effective leadership will build trust, mutual respect, and personal and professional rapport between military police and HN police counterparts. This relationship helps shape the environment for success.
- **Building legitimacy.** The ultimate goal of military police in this environment is to develop HN police forces that contribute to the legitimate governance of the population. Legitimacy is achieved when HN police are competent, capable, committed, and confident, not only in the eyes of U.S. and multinational forces and the HN government, but also in the eyes of the HN population. While it is important to assist HN police in developing professionally, it is also important to realize that a mirror image of the U.S. police model may not be the optimum solution.
- **Managing information.** Managing information encompasses the collection, analysis, preparation, dissemination, and storage of information directly related to police development and transition activities. It also encompasses military police and U.S. forces lessons learned and operational information required for successful transitions between rotating U.S. military elements.
- **Ensuring unity of effort.** The unity of effort must include military police, multinational, civilian, and HN police operating within the AO. Command and control relationships may be consistent with traditional command relationships (centralized within a single command); or they may be very complex, including multiple administrative, operational, and tactical control relationships. These must be clearly delineated and understood by all elements. Supporting and supported relationships will change over time and are instrumental in the full transition to HN responsibility.
- **Sustaining the effort.** The effort to build HN police capability and capacity and to transition to HN control will most likely take years to achieve. The professional skills that HN advisors should possess will increase over time. Changing tactics, techniques, and procedures and environmental conditions and the incorporation of those changes into the training and

preparation of each successive rotation is important to maintaining the continuity and momentum of the overall effort.

RECONSTITUTION OF HOST NATION POLICE FORCES

7-8. Reconstituting a HN police force requires enormous resources and may take months or years to properly organize, recruit, train, and equip. The effort requires significant knowledge of LE functions and associated technical capabilities (see FM 3-07.1 for detailed information on the tasks related to security force assistance and FM 3-24 for additional information on advisor roles and guidelines). Organizing an HN police organization requires resolving numerous issues related to—

- Recruiting.
- Promotion screening and selection.
- Pay and benefits.
- Leader recruiting and selection.
- Personnel accountability.
- Security force personnel demobilization.

7-9. The primary responsibility for training HN police is resident within the U.S. Department of State; however, in many cases, the U.S. military will be granted authority to assume the mission until conditions are stable enough for the U.S. Department of State to assume the lead role. Military police will typically remain engaged in the reconstitution of HN police capability and capacity in support of the U.S. Department of State following their assumption of the mission as the lead agency.

HOST NATION POLICE TRAINING RESPONSIBILITY

7-10. During the initial planning phase for rebuilding a foreign police force, it is important to seek out and understand the governmental agencies responsible for the reconstitution or establishment of a HN police force. It is imperative to understand the roles of each and what resources they bring to the mission.

7-11. The lead role in providing police assistance to foreign governments is normally delegated to the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs. The U.S. Department of Justice may also have representation through the International Criminal Investigative Training Assistance Program. Training and assistance programs are intended to develop professional, civilian-based LE institutions. Their objective is to develop police forces in the context of international peacekeeping operations and to enhance the capabilities of existing police forces in emerging democracies.

INTERAGENCY RESOURCES

7-12. Support to HN police and other government functions requires substantial resource allocation that may receive strategic-level attention. For this reason, any U.S. funds dedicated to HN police reconstitution efforts must receive authorization from higher headquarters. Interagency resources may be involved in numerous ways to support training for HN security forces. The U.S. Department of Justice and U.S. Department of State have the capability to send civilian police advisors overseas to train and advise HN police forces. The quick-reaction capability of these agencies is limited, although they can attain necessary levels when given adequate time.

7-13. It is critical that civilian assets are nested throughout all levels of the military police organizational structure to ensure that priorities of effort are coordinated and synchronized. The most effective method to accomplish these missions is through the employment of functional military police brigades and subordinate military police battalions and companies, task-organized with modular L&O detachments. During counterinsurgencies, the effectiveness of civilian police advisers and trainers may be limited by the high-threat nature of the environment. These forces are most effective when operating in a benign environment or when security is provided separately. Civilian police advisors can be integrated into military police platoons and squads to provide security and to enhance military police capabilities.

HOST NATION POLICE STATION STRUCTURE

7-14. The size and organizational structure of the newly formed police force should be determined by the geographic combatant commander, in coordination with civil authorities (U.S., multinational, and HN) before reconstitution efforts begin. Civilian and military police planners create a blueprint outlining the overall design of the HN criminal justice system and associated HN police structure, to include police station infrastructure, patrol area boundaries, command and control node locations, and linkages to HN courts and correctional facilities. This process is known as *templating*. The process helps identify an acceptable end state to a police organization.

7-15. To develop a police system template, strategic planners must conduct a thorough analysis of existing police organizations, available personnel, infrastructure, vehicles, and equipment and apply a quantitative reasoning process to determine the desired police system end state. Templates must take into account the type of police system needed, the local geography, the population and cultural requirements, and previous criminal data of the AO (if available).

7-16. Templating may not translate directly from one region of the world to another; what works in one region may not work in another. Templating is a process that can be effective when all known conditions are considered. Any templated police structure should be consistent with the HN culture and governmental structure. In some AOs, significant historical data and existing infrastructure may exist to serve as the initial template for planning. Some templating considerations and actions are as follows:

- Assess existing police system capability and capacity using POLICE (see ATTP 3-39.20).
- Determine required policing areas (police station AOs), based on the—
 - Geography.
 - Population groups to be policed, taking into consideration political, cultural, ideological, and tribal factors.
 - Major urban areas.
 - AO population and population centers.
 - Rural and urban areas.

7-17. There are formulas and software applications for calculating police patrol and manpower requirements. Many of these calculations require extensive historical data related to criminal activity, police activity, personnel policies, and other factors. Some environments do not readily provide data for calculations to determine these requirements. In these cases, comparative analysis between similar AOs may be the best method for an initial determination of police patrol and manpower requirements. Appendix E provides discussion and methods for determining police patrol and manpower requirements.

MISSION COMMAND CONSIDERATIONS

7-18. In the event that U.S. forces are deployed to a theater of operations with a limited or failed policing system, military police forces may be required to initially perform LE and policing activities to establish or maintain a secure environment. Long term, it is critically important to establish HN police forces to assume L&O duties as soon as possible. The United States, multinational partners, and the HN should institute a comprehensive program of police force development. U.S. military police units serve best when operating as a support force for professional civilian and HN police trainers. However, there may be times when military police are given the primary responsibility for police training; they must be prepared to assume that role if required. This can be especially important early in an operation, as demonstrated during Operation Iraqi Freedom in the aftermath of MCO in the spring and early summer of 2003.

7-19. L&O support to shape the environment and conduct operations to establish and maintain civil control should be initiated as early as possible in any operation. Initially, these shaping operations will typically be conducted by military police elements (brigades, battalions, companies, and platoons organic to BCTs) operating in a decentralized manner typical of full spectrum operations. These military police elements, (whether operating within a military police brigade organizational structure or within a BCT, multifunctional brigade, division, or corps) conduct L&O operations in support of their higher headquarters mission and commander's intent.

DECENTRALIZED AND CENTRALIZED EXECUTION

7-20. Decentralized execution allows the commander to direct L&O operations, as required and within their AO, based on specific mission variables. During the decentralized execution of L&O operations, echelon PMs play a critical role in providing technical and policy guidance relevant to executing L&O operations. Guidance and direction provided through PM technical channels (from the BCT PM, up to and including, the theater PM and the Office of the Provost Marshal General) is critical to ensure that military police elements and other Army personnel are conducting operations in a lawful and consistent manner.

7-21. As the AO matures and stabilizes and operations transition to focus on establishing or reconstituting HN police capability and capacity across the entire theater of operations, L&O operations are typically centralized under the command and control of a military police brigade or battalion (see chapter 3). The negative impact of unsynchronized and inconsistent application of L&O operations and efforts to build HN policing capability across an AO can have significant strategic implications and cause major delays in the operational benchmarks for success. When extensive and long-term military police technical capabilities and uniform effects are required across an AO, military police brigade command and control of military police assets is the optimum solution to ensure technical oversight, synchronization, coordination, and consistent application of military police capabilities. This is especially true when stability operations are dominant within the AO. In cases where operational and mission variables prohibit the centralization of military police assets under a single military police organizational structure, Army commanders and staffs at every level ensure that missions related to building HN police capability and capacity are coordinated and synchronized across the theater of operations to ensure consistent policies, training, and applications of police capabilities. PM technical channels play a significant role in this effort.

7-22. The functional mission command of military police forces performing L&O operations in support of an HN population is provided by three primary echelons of military police headquarters units—the military police command, the military police brigade, and the military police battalion. Each force has a staff that allows the commander to perform mission command of military police organizations conducting L&O and other military police functions. (For specific information regarding capabilities of these headquarters units, see FM 3-39.)

MISSION COMMAND OF HOST NATION POLICE ORGANIZATIONS

7-23. HN police organizations will typically operate under the command and control of their organic organizational hierarchy. In the early stages of police organizational and capability development, military police and other U.S. and multinational military elements may be heavily involved in advising and guiding HN police operations. These U.S. and multinational advisors must strive to intervene as little as necessary in the efforts and directives of HN police leadership. The goal during stability operations must always be to enable the HN to become independent and function on its own. Advisors must also be aware of the perceptions of the community at large. HN police leadership must be perceived as being in charge of their organizations. They must not be seen as mere puppets of U.S. and multinational forces.

7-24. The requirement to advise and guide HN leaders, especially early in the reconstitution process, is relevant at all levels. Advice and guidance provided to the police station commanders and patrols must be consistent with that provided to midlevel and senior HN police leaders. This is one of the primary justifications for centralized command and control of police development and transition assets within a functional military police command chain. Consistency is critical. Multiple command chains directing police development and transition activities increases the risk of inconsistent guidance, policy, and training decisions within HN organizations.

MILITARY POLICE ACTIONS IN HOST NATION POLICE BUILDING

7-25. Efforts by military police to reconstitute HN police capability and capacity are conducted at all levels of the organization. Military police commanders, staffs, and operational elements gather information from the station level through the highest levels of executive police administration. Military police commanders, staff, and patrols gather information through deliberate police engagement with the HN population,

community leaders, remaining or former HN police personnel, and other governmental agencies. They obtain information regarding existing or historical locations of HN police facilities, police organizational structures and systems, current HN police capability and capacity, and capability gaps that require resolution. Military police staffs and police intelligence analysts collate and analyze this information to develop an understanding of the existing police capability and capacity. Military police staffs and police intelligence analysts use the factors of POLICE to aid their analysis (see ATTP 3-39.20).

CAPABILITIES

7-26. An accurate assessment of the HN criminal justice system is critical to successful civil control lines of effort. Before beginning the reform or rebuilding of the civil authority triad, planners must conduct a thorough assessment of the police, judiciary, and corrections systems to enable the establishment of attainable goals and objectives. Military police and USACIDC SAs performing HN police training and development may be required to conduct initial and ongoing assessments of the LE and corrections elements of the criminal justice system. Although not a primary responsibility, military police and USACIDC staff should also monitor judiciary assessments, as the judiciary element of the criminal justice system is inextricably linked to LE and corrections.

7-27. Thorough and accurate assessments of HN police capability enable military police and USACIDC staffs to develop training and advisement plans and goals based on identified capability gaps. Table 7-1 provides questions that can assist planners in assessing LE systems and capabilities. The list was developed based on the Criminal Justice Sector Assessment Rating Tool and Criminal Justice Assessment Toolkit published by the Bureau for International Narcotics and Law Enforcement Affairs and the United Nations Office on Drugs and Crime, respectively. Not all questions need to be asked directly, as the assessment element may be able to intuitively determine answers. Additional questions may be required based on the organization, the OE, and other factors. Each area should be assessed by LE personnel who have the appropriate background and experience to make informed assessments. These assessments are used to allocate manpower and resources. The accurate and complete reporting of data is critical for the military police and USACIDC staff to make viable assessments of current police organizations and systems.

Table 7-1. HN police organizational assessment considerations

Area of Focus	Information Requirements
Operating Environment	
General organizational data	<ul style="list-style-type: none"> • Who are the main security providers (state and nonstate)? • What is the division of responsibility between security providers? • What role, if any, does the military play in civil security matters? • What are the major problems of community safety? • What types of injustices do people experience regularly? • What is the LE approach (for example, community-based policing versus control and enforcement)? • Are some communities underserved by police? • What are the sources of LE funding (formal and informal)? • What role did the HN police play under the previous government? <ul style="list-style-type: none"> ▪ Limited to minor crimes and traffic patrols? ▪ Full capability organization consistent with Western police standards? ▪ Showpiece organization? ▪ State security? • Do the police have a history of following the rule of law and due process steps, or are they known for heavy-handed or abusive policing tactics? • What is the demographic breakdown of the police? <ul style="list-style-type: none"> ▪ Does it match the breakdown of the country? ▪ Do regional and local police forces match their local demographics?

Table 7-1. HN police organizational assessment considerations (continued)

<i>Area of Focus</i>	<i>Information Requirements</i>
<i>Operating Environment (continued)</i>	
General organizational data (continued)	<ul style="list-style-type: none"> • What priorities directed the location of police stations? <ul style="list-style-type: none"> ▪ Are stations located for political reasons or crime deterrence reasons? ▪ Are police assets equitably dispersed based on population and criminal analysis? • Can the public easily access the police stations? Are they willing to make complaints at the station? • Does the public view the police as a professional organization? If not, how are they viewed (cronyism, thugs, an enforcement arm of a tyrannical state, inept, incompetent, corrupt)?
<i>Police Training Functions</i>	
Training	<ul style="list-style-type: none"> • Is there required formal training before initial employment? • Is there required transition training? • Is there required refresher or sustainment training? • Is patrol or crime prevention training provided? • Is traffic management and accident investigation training provided? • Is there required, daily institutionalized roll call training? • Does a field training officer program exist? • Are distributed learning programs provided?
Training curriculum	<ul style="list-style-type: none"> • Does the training program fully prepare officers to maintain the rule of law and abide by judicial and prosecutorial directives? • Is training on human rights incorporated throughout the curriculum? • Are the police trained to handle known threats? • Is regular human rights refresher training conducted in the course of normal duties? • Does the training curriculum use a skills-based environment and on-the-job training? • Does the training curriculum promote human, individual, and constitutional rights? • Does training prepare police for dealing with crimes against women and train them to interact with female victims?
Academy or training management and infrastructure	<ul style="list-style-type: none"> • Do formal police academies exist? At what command levels? • Are there national training requirements? Are they enforced at all police levels? • Does the academy have instructor and curriculum development guidelines? • Does the academy or academies have sufficient resources? • Are training records maintained for all personnel attending police training (including those failed to complete entry-level training)?
<i>Police Station Operations</i>	
Police desk operations	<ul style="list-style-type: none"> • Does each police station maintain a functional police desk to— <ul style="list-style-type: none"> ▪ Receive all incoming calls for police assistance? ▪ Prioritize the employment of resources and assign tasks appropriately? ▪ Initiate notifications regarding reported incidents of police activity? ▪ Review the initial casework of LE patrols? ▪ Maintain a police journal to document police activities and contacts? • Do police desk personnel have access to LE databases and reporting systems? • Are procedures in place for maintaining police station security?

Table 7-1. HN police organizational assessment considerations (continued)

Area of Focus	Information Requirements
<i>Police Station Operations (continued)</i>	
Case management practices	<ul style="list-style-type: none"> • What happens when an allegation or complaint about a crime is made? <ul style="list-style-type: none"> ▪ Is it recorded immediately? By whom? ▪ Is there a standard format for recording initial crime reports? ▪ Is it made on paper or on an automated system? ▪ How is the immediate action identified and managed? ▪ How does the person initially recording the crime report manage the issue? ▪ Who has to be notified about the crime? • Are procedures in place that accurately record information about arrested suspects and their property? Are these records updated and forwarded as the suspect moves through the system? Are file copies maintained at the originating station?
Information sharing	<ul style="list-style-type: none"> • Does a formal information-sharing mechanism exist within the criminal justice system? How is it used? • Is there active and routine coordination among the LE community, the prosecutor's office, corrections, and the border police? Does this include the means for— <ul style="list-style-type: none"> ▪ Court orders to be communicated to police? ▪ Corrections to notify police of legitimate inmate releases and illegitimate escapes? • Is there active coordination or formal information sharing between the LE community and agencies that deliver public services (social services, public health, behavioral health)? • Is there a reliable liaison between the LE community and nonstate providers of security operating under an official assignment? • Is there a formal mechanism for oversight, coordination, and regulation with any nonstate security providers? • Is there an operational liaison with international organizations contributing to the country's policing efforts?
Police records and statistics	<ul style="list-style-type: none"> • Do the following functions exist? <ul style="list-style-type: none"> ▪ A booking station system. ▪ A property and evidence-tracking system. ▪ Effective criminal records management (of active cases). ▪ Centralized historical criminal archives. • Are police incidents reported in a uniform manner. • Do the following systems exist? <ul style="list-style-type: none"> ▪ Case-tracking. ▪ Police services tracking. ▪ Traffic and vehicle databases. • Are statistics maintained on police service requests, crime reports, and arrest and conviction rates?
Public relations and interaction with the public	<ul style="list-style-type: none"> • Does the LE program engage in community outreach activities, public relations activities, or other routine public interaction activities? • Does the program organize public awareness meetings? • Do the police leaders regularly meet with local government officials (mayors, councils) to discuss police operations or issues?

Table 7-1. HN police organizational assessment considerations (continued)

Area of Focus	Information Requirements
Police Station Operations (continued)	
Police information and intelligence	<ul style="list-style-type: none"> • Are statistics compiled regarding the incidence of criminal offenses against a variety of criteria? Are they compiled in relation to local, regional, and national geographical areas? Are they available to the public? Are they available to local, regional, and national police commanders? • Do laws govern the collection, storage, and dissemination of criminal intelligence and personal information? Do the police adhere to these laws and policies? • Do the police have a means of confirming a person’s identity (photograph records, fingerprints)? • Do police develop identity records of suspects (photographs, fingerprints, narrative descriptions) as allowed by law? At what command level are these records maintained? Can stations cross-reference the data? Up to what level? • Can police at every level collect, evaluate, collate, analyze, and disseminate police information and criminal intelligence up, down, and laterally across the organization? • Is all information and intelligence recorded in some manner (hard copy or electronically) at the originating station and forwarded to higher headquarters? • Do the police have personnel dedicated to evaluating and analyzing intelligence? Are they specially trained? • Do the police make operational decisions based on gathered intelligence? • Are police leaders held accountable for their effectiveness at responding to criminal patterns identified through intelligence?
Detention operations	<ul style="list-style-type: none"> • Are there policies in place that govern the treatment of detainees in police custody? Are police personnel acting in compliance with those policies? • Are detainees housed separately from prisoners (pretrial versus posttrial situations)? • Do the police have processes in place to move detainees to a police level where they will appear before a judge, or does a judge travel to police stations? • Are detainees normally seen by a judge with in the period prescribed by law? • Are juvenile and women detainees housed separately from men? • Do the police have policies for injured detainees and special-needs detainees (those who are mentally ill, a threat to self or others, or subject to threat from other detainees)? • Do the police maintain accurate records of all detainees, including— <ul style="list-style-type: none"> ▪ Identification? ▪ Reason for arrest? ▪ Injury or illness? ▪ Personal property? ▪ Disposition? • Are these records maintained after the detainee is released or transferred? <p>Note. Considerations pertaining to corrections operations are found in FM 3-39.40 and ATTP 3-39.20.</p>
Specialized police units	<ul style="list-style-type: none"> • Do police services have the capability to manage civil disturbances without resorting to military support? • Do specialized unit capabilities exist, including— <ul style="list-style-type: none"> ▪ Special-reaction or special-weapons teams? ▪ EOD? ▪ Protection for dignitaries, high-profile individuals, or other important persons? ▪ Police dogs with capabilities in narcotics detection, explosives detection, and personnel search? • Is proper training and equipment provided? Is it employed properly?

Table 7-1. HN police organizational assessment considerations (continued)

Area of Focus	Information Requirements
Police Station Operations (continued)	
Criminal database and collection of crime statistics	<ul style="list-style-type: none"> • Does a centralized criminal evidence database exist? <ul style="list-style-type: none"> ▪ Who manages and maintains it? ▪ Who has access to it? ▪ Who enters the evidence and information into the system? ▪ Can it cross-reference evidence to develop leads or connections? ▪ Are crime statistics collected in a reliable and generally accessible (digital or otherwise automated) criminal database? ▪ Is the criminal database or collection of crime statistics used for strategic analysis?
Patrol Operations	
Patrol activities	<ul style="list-style-type: none"> • Do the police actively patrol their communities or assigned jurisdictions, or do they remain in the stations and only respond to calls? • Do police patrols respond to calls for service and crime threats in a timely fashion? • Can police stations take complaints on location and telephonically? Can the stations dispatch patrols via radio? • Are police patrol officers equipped with the transportation and tools necessary to perform their responsibilities? • Are the police trained for, and capable of, resolving calls for service on the scene? • Are all LE officers, not just investigators, trained in crime scene preservation? <ul style="list-style-type: none"> ▪ Are they trained in what to look for and how to protect evidence? ▪ Are they aware of potential cross-contamination issues? ▪ Are officers supplied with latex or similar gloves? ▪ Do they know how to bag, label, and record evidence and exhibits? ▪ Is an officer designated in major cases to ensure the continuity and preserve the integrity of evidence?
Community integrated policing and patrols and community action plans	<ul style="list-style-type: none"> • Is there substantial use of community-integrated policing? • Are foot patrols and fixed posts used in community-integrated policing? • Does a centralized complaint call-in system (such as 911) exist? • Is there a viable strategic plan to conduct community policing?
Investigative Capabilities	
Crime scene search and collection capabilities	<ul style="list-style-type: none"> • Do the police have the ability, training, and resources to secure and process a crime scene? • Do the police employ chain-of-custody and evidence protection techniques? • Do modern or contemporary fingerprint analysis and identification and photography capabilities exist? • Are forensics used in cases and the analysis of criminal investigations and prosecutions?
Laboratory and office management	<ul style="list-style-type: none"> • Do the police have access to criminal forensic laboratories? • At what police command level do they operate? • Are they adequately resourced with equipment and trained personnel to effectively conduct forensics investigations?

Table 7-1. HN police organizational assessment considerations (continued)

Area of Focus	Information Requirements
Investigative Capabilities (continued)	
LE investigations	<ul style="list-style-type: none"> • Do the police or the courts serve as the principal investigative arm for the government? If it is the courts, what investigative capacity do the police have by law? • How are investigators selected? Are they experienced police or hired directly as investigators? What required training do investigators attend? Does this training include— <ul style="list-style-type: none"> ▪ Laws and guidelines related to investigative powers? ▪ Crime scene preservation? ▪ Forensic techniques? ▪ Searches? ▪ Interviews? ▪ Case file preparation? ▪ Contact with vulnerable people (victims, witnesses, suspects)? ▪ Diversity knowledge? • Does a code, law, or other regulation establish the way in which a criminal investigation should be conducted? How are the powers of investigators described in the law? Is there a specific statute or are they described in a criminal procedure law or police act? By virtue of these laws or regulations, is an investigator able to— <ul style="list-style-type: none"> ▪ Arrest and detain a suspect? ▪ Seize property as evidence? ▪ Search for evidence (on the premises and on persons)? ▪ Interview suspects (and, in doing so, question their honesty and character, which in some countries may otherwise be considered an act of defamation—a criminal offense)? ▪ Require samples (fingerprints, DNA evidence) and take photographs?
Forensic laboratory support	<ul style="list-style-type: none"> • Does forensic laboratory capability exist? • Does the laboratory have the capability to process and analyze— <ul style="list-style-type: none"> ▪ Firearms and toolmarks? ▪ Questioned documents examination? ▪ Drug analysis? ▪ Toxicology? ▪ Trace evidence? ▪ Serology/DNA analysis? ▪ Pathology and forensic medicine?
Supervision and Management	
Leadership selection and training	<ul style="list-style-type: none"> • How are leaders selected in the police organization? • Are senior leaders experienced police officers or political appointees? • Are first-line supervisors capable of providing reliable LE guidance and direction to junior police? • Are operational police leaders changed out when new political leaders are appointed or elected? • Are management and supervisory structures considered robust and reliable? • Is the span of control of police leadership adequate to promote and sustain effective command and control of the organization? • Do first-line supervisors and managers receive leadership training? • Do executive, command, and senior management receive development training?

Table 7-1. HN police organizational assessment considerations (continued)

Area of Focus	Information Requirements
<i>Supervision and Management (continued)</i>	
Strategy and mission	<ul style="list-style-type: none"> • Is there a wide-ranging written strategy and mission that addresses known crimes, threats, and incursions? <ul style="list-style-type: none"> ▪ Does the strategy establish appropriate time frames for addressing the known threats? ▪ Does the strategy define specific outcome-oriented goals with achievable, forward-leaning performance targets? • Does management have strong strategic and operational planning capabilities?
Policy and procedures	<ul style="list-style-type: none"> • Are directives, SOPs, and policies or written guidance that govern all principal police systems developed at the appropriate command level and disseminated throughout the force? <ul style="list-style-type: none"> ▪ Do these procedures contain operational standards for coordination at central, regional, and local levels, as appropriate, for the known security risk? ▪ Do these procedures delegate sufficient authority to the police at all levels to perform their duties without excessive reliance on clearing routine actions through the chain of command?
Funding	<ul style="list-style-type: none"> • Does the police organization have funding sufficient to sustain and nurture a proficient agency? • What level of government funds the police? • Are police funds dedicated to the police organization and protected from use for non-police-related requirements? • Is an audit system in place to provide oversight of expenditures? • Is the police budget publicly disclosed?
<i>Personnel Administration</i>	
Recruitment and advertisements	<ul style="list-style-type: none"> • Does the program use a diverse recruitment policy (including, for example, targeted advertising and regional testing)? • Do all ethnicities or other groups, including women, have statistically equal representation at all levels? • Does the program use a proactive nondiscrimination policy in LE recruitment? • Does the program use a standardized application process?
Minimum qualifications, standards, and testing	<ul style="list-style-type: none"> • Does the police organization use standardized and documented practices and criteria for employment? • Do applicants undergo general knowledge, physical fitness, health, and psychological testing? • Is there required police background screening for all new recruits?
Personnel practices	<ul style="list-style-type: none"> • Are national standards in place governing personnel activities (pay, personnel allocations at stations by rank, hiring and firing policies, pay scales, death or disability payments)? • Do stations maintain accurate personnel files and send extracts, as needed, to higher headquarters? • Does the staff comprehensively and effectively administer policies, procedures, and training? • Is administrative training provided? • Are requirements for advancement to each rank clearly laid out and enforced? • Is there an appropriate manpower allocation for mission expectations? • Are police paid a living wage competitive with the private sector? • Is career progression nondiscriminatory? • Is career progression competitively based on merit?

Table 7-1. HN police organizational assessment considerations (continued)

Area of Focus	Information Requirements
Personnel Administration (continued)	
Personnel practices (continued)	<ul style="list-style-type: none"> • What is the morale of the police? • Do the police have an established discipline policy that clearly states administrative offenses, punishments, and adjudication authority? • Are police who commit crimes prosecuted through the civil courts? • Does a police counseling and police record certification database exist?
Logistics	
Infrastructure and equipment	<ul style="list-style-type: none"> • Are the infrastructure and equipment readily available for use when needed? • Is operational infrastructure policy based on strategic priorities, wear-out projections, and known demands for consumable supplies and equipment? • How is equipment serviced or maintained? Are service and maintenance capabilities adequate? • Can local jurisdictions establish service or supply contracts with local vendors? • Does the headquarters track on-hand equipment supply and resupply needs of subordinate stations? • Does a system exist to track firearms and equipment issues? • Are there controls for infrastructure, inventory, and warehouses? • Do police support equipment and services exist (transportation or fleet management, armory, communications)? • Do technology equipment and services exist (computers, electronic information systems, forensic equipment)? • Are there practices or offices for budget, finance, and procurement functions?
Independent Oversight and Internal Affairs	
Inspector general, appraisal, corruption unit, and tracking of abuses	<ul style="list-style-type: none"> • Do the police have a professional code of conduct? Is it followed? • Do the police have functional internal affairs and inspector general systems? • Are policies written that govern the activities of the inspector general or internal affairs sections (how and when they conduct investigations and to whom they report)? • Are human rights abuses identified, investigated, and tracked? • Is there documented evidence of internal review conducted by the inspector general, internal affairs, or command reviews?
Civilian oversight	<ul style="list-style-type: none"> • Does a civilian review board exist? • Is there a citizen complaint and information center? Is it used and generally effective? • Does civilian oversight of police activities exist?
Public perception	<ul style="list-style-type: none"> • What is the degree of public support (opinion) of the LE program? • Is there evidence that the public generally feels secure? • Does the public believe that police are accountable for their actions? • Does the public believe that LE departments are generally free from systematic corruption? • Is there a system for police consultation with local communities?
<p>Legend:</p> <p>ATTP Army tactics, techniques, and procedures DNA deoxyribonucleic acid EOD explosive ordnance disposal FM field manual LE law enforcement SOP standing operating procedure</p>	

TRAINING STRATEGIES

7-28. Following an assessment of infrastructure, capabilities, and capacities of the existing HN police organization, military police commanders and staffs must develop training strategies to effectively train and develop effective police organizations. These training strategies must consider the current state of police forces and the strategic goals established by military and civilian leaders. Figure 7-1 provides an illustration of HN police capacity built over time. As HN police capacity increases, HN police organizations lessen their dependency on external support and become more self-reliant.

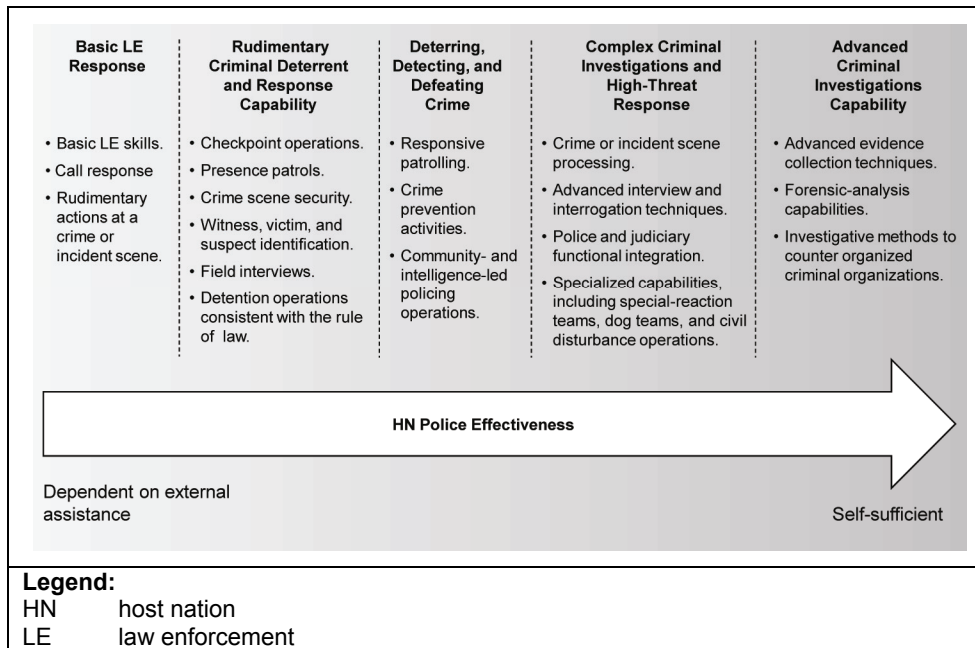


Figure 7-1. Development of HN police capabilities over time

7-29. In many cases, pressure to hire, train, and place police officers into the community is high. It should be understood that effective police organizations require solid and consistent leadership and management systems for police operations to be effective. An effective training strategy must simultaneously address management levels (executive, mid-, and station levels), the training of and employment of LE enforcement capabilities (from basic patrol to highly technical investigative functions), and training LE and support personnel on systems to manage police operations. Expectation management is key to maintaining focus and achieving stated goals. The development of police leadership with effective organizational hierarchies and functioning systems to manage police operations takes time, especially in cases where police organizations are nonexistent or rudimentary at best. While developing police capacity may be a key metric used by senior military and political leaders to determine success, commanders and military police staff must constantly reinforce the fact that building a police force, especially one that is capable of a full range of traditional LE functions (community- and intelligence-driven policing, criminal investigations, evidence collection) to support prosecutions, takes a very long time—often longer than political considerations will find acceptable.

7-30. Training strategies should target identified gaps in capability and build upon existing capabilities. Training must be standardized across the organization. HN personnel with inadequate or no previous LE experience should be trained at a standardized police academy. This ensures a standard baseline of training for all entry-level police officers (HN police academies are addressed later in this chapter). For HN LE personnel with previous LE experience, within the previous HN police structure or other police organization, training must be tailored to the knowledge and skill level of police officers and their respective responsibilities.

7-31. Police management training at all levels must reinforce and support what is being trained at the police station and basic police officer levels. The HN police organization, as a whole, will typically become

more and more self-sufficient as the leadership of the organization becomes more effective, systems are emplaced to support police operations, and greater police capabilities are mastered. This allows the HN police agency to achieve increasing levels of independence, which initially results in the elimination of U.S. and multinational partnership requirements and, eventually, a reduction and complete elimination of advisory requirements.

PARTNERSHIP AND ADVISEMENT

7-32. The level of support required by U.S. forces (including military police) will depend on the level of degradation to former HN police infrastructure and capability. In some instances, significant HN infrastructure and capability may be present within an AO. In these instances, U.S. forces will typically provide minimal support, as required and requested by the HN government. However, in many instances, significant degradation to HN police infrastructure, capability, and capacity renders the HN LE and policing efforts ineffective or nonexistent. This condition will typically require significant security force assistance and intervention. In some cases, initial civil security and civil control efforts may be totally conducted by U.S. and multinational forces as HN police and security organizations are reconstituted.

7-33. There are three types of security force assistance activities conducted by U.S. and multinational elements to assist HN governments in rebuilding their internal capacity: advising, partnering, and augmentation (see FM 3-07.1). Military police conducting HN police development and transition missions rely heavily on partnering and advising to enable successful HN police reconstitution and transition efforts.

7-34. Partnering efforts assign units at various levels of the HN organization to leverage the strengths of U.S. and HN elements. This partnering includes training and multinational operations to develop HN police capability and capacity. The degree of partnering will decrease over time as HN police capabilities mature. The final partnering stage occurs as HN police forces take full control of their operations. At this stage, U.S. forces may continue to provide quick-reaction forces, overwatch, or other assistance when requested by the HN government. Military police partnering efforts with HN police organizations typically occur at the company and platoon levels, based on guidance from military police battalions. Some partnering efforts may be conducted by military police staff elements working with HN police support personnel to assist in specific areas (supply and logistics, human resources management, communications, maintenance). These military police company, platoon, and staff partners may be augmented or task-organized with L&O detachments as required.

7-35. Advising HN governments involves the use of individuals or teams to coach, teach, and mentor HN police personnel at all levels. Advising and partnering are complementary, but inherently different activities. Advisors must work to build relationships with HN police counterparts based on mutual personal and professional respect, thus enabling candid and open dialogue to influence the decisions and organizational development of HN police organizations. Advising efforts are typically conducted by senior military police commanders and staffs. These military police advisers work with their HN police counterparts. For example, military police company commanders and platoon leaders advise police station level commanders, military police battalion commanders and staffs advise midlevel managers and staff, and military police brigade commanders and staffs advise senior LE officers or chiefs of police and staff. Advisory activities continue to occur after the requirement for unit level partnership has diminished and is no longer required.

PARTNERSHIP PLANNING FACTORS

7-36. There are many factors that military police commanders and staffs must consider when planning for designating AO and partnership assignments. The police station is typically the center of gravity for success in building HN police capability and capacity. Military police companies are assigned areas based on the number of HN police stations in the area and associated coverage requirements. Platoons partner with HN police stations to provide periodic reports to maintain continuous assessments. One of the most critical decisions is determining the appropriate number of military police platoons required to safely and effectively conduct police development and transition operations. Appropriate military police platoon-to-HN police station ratios are determined based on multiple factors, including the—

- Threat environment.
- Size of the station, specifically the number of police officers.

- Distance and time between stations.
- Reaction force response time.
- Proficiency of the station.
- Protection of the station.
- Available essential equipment (weapons, body armor, ammunition, vehicles, radios, uniforms).
- Life support sources (power, water, sewage services).
- Facilities status.

7-37. For planning purposes, in a high-risk environment or when HN police capability at the station level is seriously degraded or nonexistent, one military police platoon typically partners with each HN police station individually. Providing an HN police station with a single military police platoon ensures that military police can establish and maintain a 24-hour presence at the police station. As conditions permit and the confidence and proficiency of HN police increase, one platoon may assume responsibility for multiple HN police stations.

7-38. One platoon per station is a suggested planning factor when the initial HN police station coverage plan is executed, but may be changed based on mission variables and station assessments. Typically, one military police platoon assigned to four HN police stations is the maximum span of control for effective partnership during relatively stable conditions (see figure 7-2). Centrally locating the company headquarters will help ease mission command and logistical support.

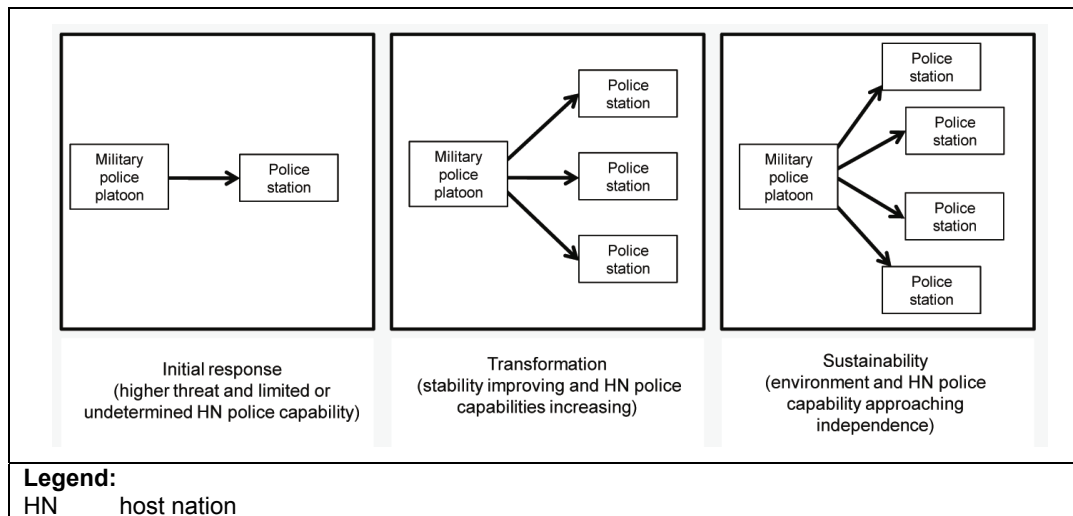


Figure 7-2. Military police span of control

POLICE STATION TRAINING

7-39. Military police conduct training at the station level while partnering with HN police. These training programs should be synchronized to reinforce basic police training that should have been taught at a police training and certification academy. The focus of training should initially be basic police procedures, including—

- Patrolling.
- Defending the police station.
- Managing police operations.
- Collecting and reporting police information.
- Conducting communications.
- Operating checkpoints.

7-40. In some cases, formal academy training may not exist; established police training academies by U.S. and multinational forces may have yet to occur. In these cases, initial training can be completed and

documented by military police platoons supporting HN police stations; however, all HN police personnel must attend a formal training and certification academy at the earliest opportunity.

7-41. Police training programs taught at the unit level should consist of individual tasks that build to collective training tasks (police station operations, traffic enforcement, coordinated multinational police operations). The end state of any police training program is to train a legitimate, trustworthy, and professional HN police force. As proficiencies increase, HN police assume leading roles, while military police observe, monitor, and advise personnel during multinational operations. Over time, military police continue to assume a more teaching, coaching, and mentoring role. The goal of unit-taught police training is to produce trained police officers and to assist HN police in assuming increasingly greater responsibilities in training police station operations and patrol supervision.

POLICE DEVELOPMENT AND TRANSITION TEAMS

7-42. When the security environment permits or the HN police competency level has been assessed at a higher level, military police companies may be task-organized into PDTTs and assigned to HN police stations based on mission and operational variables. This change marks the transition from a primarily partnership role to a more advisory role.

7-43. PDTTs are typically composed of organic military police squads that are augmented by additional support specialties from L&O detachments and other military and civilian police specialties. Senior level PDTTs may be composed from staff elements within the military police brigade and battalion structure. They serve in an advisory role to assist in the transition of responsibility for domestic security to HN police to provide a safe and secure environment. PDTTs conduct a multitiered system of training and development to complete the HN police structure—from the individual police at the station through the senior HN LE official and his staff. PDTTs follow and receive training and policy guidance through their functional military police structure. Typical tasks required of PDTTs include—

- Training, coaching, and mentoring HN police—from the patrol level, up to and including, the senior HN LE official and staffs (developing leadership).
- Teaching and developing personnel accountability procedures (administration, pay, leave, weapons).
- Training and developing security protection measures.
- Establishing and developing police intelligence programs (collection, analysis, dissemination, information controls).
- Planning and executing collective training programs in criminal law, criminal investigations, evidentiary procedures, and community policing.
- Ensuring that all officers receive formal individual training and certification (police academy).
- Planning, training, and coordinating effective police operations.
- Establishing and training procedures for suspect and detainee handling.
- Developing and training logistical support systems (maintenance, supply, accountability).

7-44. PDTTs must fully understand the significance of their task, the commander's intent, and applicable measures of performance and MOEs. Preparation is critical. During the initial transition to PDTT support to HN police elements, the HN may not be fully prepared to maintain security and enforce the laws; therefore, the HN government will be unable to assume full and autonomous control.

7-45. PDTTs can act as elements under operational control or tactical control of nonmilitary police units when required by mission and operational variables. In these cases, PM technical channels are required to ensure that training, policy, and LE operational requirements are consistently applied across the AO. PM technical channels are also required to ensure that LE and policing activities are conducted within the rule of law and that PDTTs understand and comply with HN and international legal requirements.

ADVISORY ROLE

7-46. Building rapport is one of the most important tasks for PDTT advisors. Establishing rapport is the desired method of gaining influences with a counterpart; rapport is the lubricant that enables all other

activities to occur smoothly. Genuine rapport is developed slowly over time, but can be ruined in an instant. Skills that contribute to credibility include—

- Leadership.
- Courage.
- Discipline.
- Maturity.
- Judgment.
- Decisionmaking abilities.

7-47. Demonstrating proficiency as a trainer will make a good first impression. This requires a combination of technical and tactical knowledge and experience of application. The ability to provide good planning advice requires more than a sound understanding of the planning process. It requires practice and analytical judgment to adjust and apply the process effectively during the normal confusion of actual operations.

7-48. The ability to provide sound advice is critical. This advice must be consistent with the needs of the HN. Advisors should observe, listen, and be open to solutions that are consistent with HN organizational, cultural, and political needs. A solution that may work within a U.S. military or civilian organization society may not be the best solution for the HN police organization. The ability to provide valuable tactical advice is critical. This requires an intimate understanding of the threat, the environment, and how to apply tactics appropriately. PDTTs will often have to analyze the situation and make decisions with little or no information.

KEY ENABLERS

7-49. The success of the team's mission depends not only on how the team performs, but also on how well it employs enablers (civilian police advisors provided by the U.S. Department of Justice and U.S. Department of State linguists). Civilian police advisors and linguists can spell success or failure for the PDTT. Combining and embedding civilian police advisers with their respective military police counterparts can enhance the overall capability of the team.

Civilian Police Advisors

7-50. Civilian police advisers are comprised of veteran police officers from across the United States who come with a wide range of experience and education. Their LE experiences can cover a large specialty range, including—

- Organized crime.
- Gang units.
- Patrol officers.
- Special weapons and tactics units.
- Hostage negotiations.
- Criminal investigations—
 - Property crime investigations.
 - Narcotics investigators.
 - Homicide detectives.

7-51. Each civilian police adviser brings a unique perspective to the field. It is that personal experience from which civilian police advisers' missions draw core strengths. When combined with military police operating in the field, civilian police advisers form a strong training force with a shared goal to mentor police and security forces as they progress to becoming self-sufficient, reliant, and capable of maintaining and sustaining a viable civilian police force.

7-52. Senior level civilian police advisers are assigned to the command staff and coordinate directly with corps and theater level military PM sections. They assist in facilitating communications throughout the mission. The command staff members typically have a military counterpart with whom they interact on a daily basis. As a result of this interaction, civilian police advisers are able to infuse the civilian LE perspective on the PDTT mission at a level that can provide appropriate guidance and influence across the entire AO.

7-53. Communication between civilian police advisors and their military counterparts is the fundamental component for mission success. There may be differences in philosophies between military and civilian police, which will require careful consideration while operating in a combat environment. This is why PDTT members must recognize basic, and sometimes opposing, perspectives. It is important that major differences between military police team members and civilian police advisors be invisible to HN police personnel. Key considerations when working with civilian police advisors include the following:

- Civilian police advisors do not have the authority to arrest or detain a suspect. They can only use force in self-defense and are not authorized to engage in combat operations.
- Civilian police advisors are assigned to maximize the potential benefit of their specific experience and skill sets according to PDTT mission goals and objectives.
- The team chief and the platoon leader should sit down with the civilian police advisors and develop a standardized training model for each station. Civilian police advisors should be used liberally, allowing them to leverage their experience.
- Civilian police advisors should be kept fully informed on all aspects of the mission. They are an integral part of the team.
- All resources should be used. Failure to use resources will severely impact the mission and may impact the working relationship between the civilian police advisors, the team chief, and the PDTT. Integration and cooperation are the keys to success for the PDTT mission.
- Civilian police advisers integrated into the team and mission should also be incorporated into the functioning combat team. It is important for military police personnel to remember that civilian police advisors—
 - Are not a force multiplier and should never be directed to take an offensive posture or participate in an offensive action during a mission. Civilian police advisors are mandated by policy to maintain a defensive posture and are to use their issued weapons only in self-defense or in the defense of fellow teammates.
 - Must be familiar with the capabilities and limitations of the weapon systems within the team.
 - Should be incorporated into the training and rehearsals of the PDTTs; this will also help build camaraderie within the team and squad.

Interpreters and Linguists

7-54. The successful use of interpreters is essential to the mission. The use of local national interpreters is typically restricted due to operations security concerns. As a general rule, local national interpreters are used for direct communication with junior HN police officials and HN police patrols. They can also be used for HN police training on unclassified and nonsensitive information and systems. Local national interpreters are not typically informed of the destination, meetings, movement times (beyond initial movement), or movement routes. Upon arrival at a mission location, only enough information is provided to local national interpreters to actively support interpreter requirements. Cell phone possession and use may also be restricted.

7-55. U.S. contract linguists are preferred when available. These assets are typically extremely limited and may only be available for missions with senior level personnel or when required due to sensitivity or classification of material or conversations requiring interpretation. A U.S. contract linguist can be used periodically to verify and validate the effectiveness of a local national interpreter's translation skills or to ensure that accurate translations are rendered. The following guidelines help facilitate the use of interpreters and linguists:

- Avoid overuse. Interpreters and linguists are there to help in all facets of translating; remember to treat them with respect.
- Use simple phrases and words. Simple, direct wording will help the interpreter and limit the chance of mistranslation. Slang and jargon should be avoided. Following this procedure will assist the linguist in understanding the meaning and will hasten the translation process. A lot of time is lost in translating.
- Speak directly to the person when trying to convey a message to, do not speak to the linguist. This helps you establish a stronger bond with the HN individual.

- Include the linguist in rehearsals.
- Limit private conversations between the linguist and the local national.
- Think operations security when working with local national interpreters. They should not be present during convoy briefs or rehearsals. Linguists will travel with PDTTs, but should not be given any mission-specific information (exact time of departure, routes to be traveled, scheduled location visits, troop strength data). Although linguists are working for U.S. forces, they are still local nationals with unknown backgrounds; operations security is imperative for the safety of the team.

RECRUITMENT AND TRAINING

7-56. Reconstituting HN police personnel requires successful police recruitment and a training program that emphasizes basic police officer training. The more focused the training is to the officer's level and knowledge requirements, the more meaningful and insightful it will be to the person. Additional training focusing on organizational leadership should be given to midlevel and senior leaders.

7-57. Police recruitment programs should be crafted with substantial input from local HN authorities, take the local culture into account, and use themes that resonate with the local population. They should ensure that all the major demographic groups are properly represented. U.S. and multinational partners should encourage and support HN efforts to recruit from minority populations. A clear set of appropriate mental, physical, and moral standards must be established and enforced.

7-58. Ideally, recruits are centrally screened and inducted. Recruitment centers need to be in areas that are secure and protected from attacks by threat elements that may oppose U.S. and HN efforts. Effective security forces can help improve HN social and economic development through the benefits that each member receives. Every recruit should be provided a basic level of literacy, job training, and morals and values inculcation.

POLICE LEADERSHIP

7-59. Police leader candidate standards should be high. Candidates should be in good health and pass an academic test that is set to a higher standard than tests for enlisted police recruits. All potential leadership level candidates should be carefully vetted to ensure that they do not have close ties to any criminal or radical organization. Lower-level police supervisors should be selected from the best police force members to ensure that objective standards are established and enforced and that promotion is by merit and not through unlawful influence, nepotism, or other illegal factors.

7-60. The careful vetting of candidates and the cooperation of community leaders is necessary if the local police are to become an effective and legitimate force. Failure to properly vet potential police candidates can result in significant long-term problems. Criminals, persons with psychological issues, insurgent elements, and many other categories of undesirable personnel may attempt to gain employment within the police force. The military police brigade and battalion intelligence officer and staff should be heavily involved in the vetting process.

7-61. All potential recruits should undergo a basic security check and be vetted against lists of criminals and persons suspected of participating in illegal activities against friendly forces. As much as possible, this process should be conducted with substantial input from HN agencies and personnel. Membership in illegal or corrupt organizations must be carefully monitored; past membership should not automatically exempt a recruit from selection. Any ongoing relationship of a recruit with an illegal organization requires constant monitoring, and in some cases, the recruit may be dismissed from the vetting process. Care should be exercised to ensure that no single police unit contains too many prior members of an illegal unit, tribal militia, or other militant faction.

POLICE ACADEMIES

7-62. Training HN police requires that senior military police leaders and planners, in cooperation with the USAMPS, develop an exportable HN police basic training academy program. It should consist of a comprehensive program of instruction and necessary resources to train the required amount of HN police

personnel. HN police academy programs require enormous resources and time and should be addressed as early in the planning phase as possible. The length of the program will vary, depending on such factors as the stability of the HN environment, the assessed effectiveness of current HN police forces, available resources, and the required training on functional specialties.

7-63. In the case of a failed police system, academy programs may need to be tiered from basic-level training to more advanced follow-on training due to the urgent need to train and field as many HN police as quickly as possible. During the beginning phases, the use of U.S. and multinational instructors with training experience can greatly enhance the overall quality of the instruction. These instructors can be military police or civilian LE personnel. As early as possible, academy management and instruction should transition to HN control, at first under U.S. and multinational supervision and then gradually to full HN autonomy. As the environment matures, planners and trainers may lengthen police academy courses to focus training on higher-level police training tasks.

ADDITIONAL TRAINING REQUIREMENTS

7-64. Police training programs need to be developed to provide instruction that is based on the level of the officer being trained. Senior level training should address the issues necessary to manage effective police operations. These issues can include leadership, management skills, logistics, human resource management, and other requirements. At the same time, the training developed for basic officer police training should concentrate on basic LE skills (understanding legal requirements; police interviews, apprehensions, and traffic stops; police officer survival techniques).

Basic Training

7-65. If possible, basic police officer training should, , occur in established training academies with standardized programs of instruction. The training should be conducted by experienced LE personnel on basic police procedures, weapons proficiency, and survival skills. During initial training, LE trainers observe and conduct training. More experienced HN police are selected as assistant instructors and demonstrators. Over time, the instruction transitions and HN assistant trainers become the primary trainers. Most of the training should be hands-on, practical-exercise training. Tasks required for basic police officer training can include—

- Use of force.
- Police officer survival.
- Weapon retention and suspect disarming.
- Firearms training.
- Hand cuff application.
- Suspect search and transportation procedures.
- Patrol procedures.
- Checkpoint operations.
- Traffic stop procedures.
- Communications.
- Cordon establishment.
- Building clearing and search procedures.
- Crime scene securing and evidence collection and preservation.
- First aid procedures.

Executive Level and Midlevel Training

7-66. U.S. forces tasked with training HN personnel must ensure that HN police forces have capable management, up through and including, the highest echelon police leaders. Military police leaders should consider assigning experienced senior military police personnel to positions with their HN police force counterparts to serve as executive trainers and advisers. Military police planners, working with police experts for the U.S. Department of Justice and U.S. Department of State, should also develop formal training programs for senior police personnel.

7-67. Initial, intermediate-level police supervisor training should focus on building effective leaders and staffs for small units and then progressively move to higher echelons. Thus, initial intermediate-level officer training should be focused at the police station level. A cadre of carefully selected midlevel police leaders can be provided advanced-level education at formal strategic-level schools. This prepares qualified cadre to assume leadership positions and become faculty for HN schools. These programs are, however, expensive and time-consuming. Executive training should include more advanced- and strategic-level considerations.

7-68. Executive-level police leaders must be prepared to engage other governmental agencies to compete for funding and other resources. They must also be competent at conducting long-range planning and establishing a strategic vision for their organization. Executive-level and midlevel training considerations include—

- **Supply and logistics.** Senior personnel must be well versed in procedures to procure and protect resources required to operate a police organization. They must be capable of identifying requirements, prioritizing needs, and supervising the procurement and distribution of supplies and equipment. Supply discipline and equipment accountability are also critical. Logistics functions can include—
 - Conducting a supply (distribution and accountability of equipment) and logistics discipline program.
 - Maintaining the vehicle fleet.
- **Budgeting.** The ability to manage funds for an organization is vital. Senior personnel must possess the skills required to forecast, document, and justify budget requirements projected for coming years.
- **Human resource management.** Human resource skills are necessary to ensure that qualified LE and support personnel are hired, trained, and retained to conduct the operations of the organization. Human resource functions can include—
 - Recruiting and vetting police officers and staff.
 - Conducting and documenting in-service training.
 - Conducting midlevel and senior-level management training on planning, observing, supervising, counseling, operating, recording, reporting, and budgeting.
 - Staffing various departments (patrol, investigations, SRT, traffic).
 - Establishing and managing procedures for pay and benefits.
- **Police administration.** The new HN police department will eventually become responsible for managing several internal functions and must receive training on how to manage them. These functions can include—
 - Operating a secure records section to maintain police records and reports, statistical databases, and other required records.
 - Conducting internal-affairs investigations concerning professional standards violations, internal security issues, and preemployment investigations.
 - Scheduling patrols.
 - Planning events and contingency operations.
 - Managing police intelligence activities.
 - Supervising and monitoring desk and communications operations, to include dispatch and electronic communications (radio) maintenance.
 - Accounting for evidence collection, processing, and control.
 - Operating a field training officer program.
 - Issuing police credentials and maintaining the data in a secure database.
 - Operating a permit section.
 - Operating a temporary detention facility on the premises.
 - Operating a court liaison section for prisoner pretrial release functions, the transfer of prisoners to permanent detention facilities, and case preparation.
 - Prescribing standardized uniforms, weapons, duty equipment, and radio protocols.

In-Service Training

7-69. The purpose of in-service training is to ensure continued proficiency in necessary skills; familiarize officers with new developments and techniques; and achieve a revitalized sense of compassion, professionalism, and career interest. In-service training is intended to promote continued instruction and study in the attitudes, knowledge, skills, and procedures involved in the duties and responsibilities of LE, above and beyond the fundamentals covered in basic police training and mandated weapons training.

7-70. In-service training is a mandatory training program. It can include required cyclic recertification tasks or professional-development training intended to sustain and improve knowledge and proficiency while preparing personnel for possible future positions in specialized units. In-service training can also be mandated by organizational leadership to address identified problems or to impart critical information. The length and location of in-service training may range from 15 minutes during shift changes or guard mounts to days on specialized training sites. Subject areas may range from weapons proficiency, to ethical conduct, to officer survival, to identifying improvised explosive devices; the training is limited only to the needs of the police organization.

KEY SUPPORT FUNCTIONS

7-71. The successful management of police stations depends on administrative specialists, human resource specialists, record keepers, budget personnel, and facilities and custodial staffs. Police operations also require armorers, supply and logistics personnel, communications and automations specialists, and vehicle mechanics. These critical staff positions are not LE personnel; therefore, their numbers should not be included when identifying the number of police officers required for a police organization. These positions do not require individuals to be LE officers, nor do they require any specific police training. However, they may require some level of security clearance and background investigation.

7-72. Military police brigade and battalion staff elements and L&O detachments have the capability to conduct or coordinate training for HN police station support personnel. In some cases, civilian support personnel may be required to augment military police capabilities.

HUMAN RESOURCE MANAGEMENT

7-73. The recruitment, training, and retention of qualified and quality police officers depends on an effective human resource management system. Once trained and assigned, personnel must be paid, accounted for, promoted, and recognized for exemplary performance. This also applies to the support staff. Clear organizational administration systems must be instituted, and a national standard for pay and promotion that is fair and equitable should be established.

Pay and Benefits

7-74. Appropriate compensation levels help prevent a culture of corruption in HN police forces. It is cheaper to spend the money for adequate wages and produce effective police forces than to pay less and end up with corrupt and abusive police personnel who alienate the population. This is especially a challenge in cultures where corruption and graft are accepted ways of life. Military police must be constantly aware that HN police who are left unchecked (when in contact with the local community) have substantial opportunity to become corrupt in their duties. Some important considerations concerning the pay status of HN forces include the following:

- Pay for commissioned officers, NCOs, and technical specialists should be competitive with other professions of the HN. Police officers need to be paid a sufficient wage so that they do not have to supplement their income with part-time jobs or resort to illegal methods.
- Pay should be disbursed through HN government channels, not U.S. channels.
- Pay for police forces should come from central government budgets, not from kickbacks or locally procured revenue. If this happens, the loyalty of the HN police will always be in question and corruption is likely.
- Cultural norms should be addressed to ensure that questionable practices (such as taxing subordinates) are minimized.

- Good pay and attractive benefits must be combined with a strict code of conduct that allows for the immediate dismissal of corrupt personnel.
- Pensions should be available to compensate the families of police force members in the event of a service-related death.

Personnel Accountability

7-75. Military police must be fully engaged in monitoring the accountability of personnel in HN police force units. Proper personnel accountability reduces corruption, particularly in manual banking systems where pay is provided in cash. Additionally, the number of personnel failing to report for duty can be an indicator of a possible attack, breakdown in unit morale, or criminal influence upon police security forces.

Promotion Screening and Selection

7-76. Military police leaders and planners may be required to provide mentorship and influence HN promotion systems. Processes for making promotion selections should be based on proven performance and demonstrated aptitude for increased responsibility. Objective evaluations ensure that promotion is by merit and not through illegal or improper influence; promotion due to social or cultural status should always be avoided. Two methods may be worth considering when selecting leaders. First, identify the most competent performers, train them, and recommend them for promotion. Second, identify those with social or professional status within the training group and then train and recommend them for promotion. The first method may lead to more competent police leaders, but may be resisted for cultural reasons. The second method ensures that new leaders will be accepted culturally, but may sacrifice competence. The most effective solution is often a combination of the two methods.

Human Resources Personnel Training

7-77. To maintain effective human resource staffs and programs, personnel must be thoroughly trained. Refresher and professional development training is also required to maintain proficiency and training on systems and procedural updates. Military police brigade and battalion personnel staffs can conduct or coordinate training for human resources personnel. Human resource personnel should be trained on a variety of tasks, including—

- Maintaining personnel manning rosters.
- Conducting recruiting and hiring processes.
- Maintaining personnel records.
- Overseeing badge and credential issuance and standards.
- Managing pay and benefits.
- Managing personnel accountability systems (records on leave of absences, sick leaves, hospitalizations, annual vacations).
- Managing promotions.
- Managing awards submissions.
- Executing casualty management.
- Managing the evaluation process.
- Preparing, submitting, and maintaining administrative forms.
- Tracking administrative actions.

POLICE OPERATIONS

7-78. The HN police operations section provides critical oversight and control of all LE operations, including desk operations, LE patrols, criminal investigations, traffic operations, police administration, and logistics. The police operations section is responsible for conducting planning for the organization and coordinating with other police and governmental agencies.

7-79. Military police brigade and battalion S-3 sections augmented with L&O detachment personnel can conduct and coordinate training for the HN police operations section. Police operations personnel should be trained on a variety of tasks, including—

- Operating a 24-hour police operations center or desk.
- Managing work shifts.
- Preparing and executing patrol plans.
- Developing redundant coverage and overlapping patrol area boundaries.
- Securing police stations.
- Maintaining station training plans.
- Monitoring and documenting training requirements (staff training, police officer certifications, and in-service training requirements).
- Conducting detention cell operations (headcount, feeding, showering).
- Transporting detainees.
- Conducting shift change briefs and guard mount operations.
- Conducting liaison with emergency services and other agencies (including other LE stations and headquarters).
- Executing crisis management operations.
- Managing academy attendance.
- Scheduling firearms and other qualification ranges.
- Managing evidence custodian requirements.

POLICE ADMINISTRATION (RECORDS AND REPORTS)

7-80. A police administration section is required to ensure that police-related records and reports are properly stored and disseminated within legal and policy guidelines for LE-related information. The police administration section will typically manage automation systems and access requirements for the organization.

7-81. Military police should assist in establishing administrative functions, to include managing databases, developing forms and processing procedures, providing guidance, and setting standards for daily operations. Personnel must be familiar with the scope of police powers, authority, and jurisdiction. Reference materials should be on hand for quick reference and to establish offense codes for use in record-keeping and administrative actions. Patrol reports and security checklists must be developed and used to record pertinent information and activities. Military police should not force the use of U.S. forms; the development of local forms can give ownership to HN police. U.S. forms may be used after an assessment determines that there is no existing form that meets a requirement.

7-82. L&O detachments have the capability to provide limited training for police administration sections. This section requires training to achieve and maintain proficiency in activities, including—

- Managing and allocating case file numbers.
- Monitoring police reports for administrative completeness and accuracy.
- Conducting, processing, storing, and backing up police reports.
- Distributing police reports, as appropriate, and ensuring that distribution is controlled and conducted within legal and regulatory constraints.
- Maintaining liaison with the court system and legal personnel.
- Producing police-related correspondence as required.
- Maintaining court appearance records and facilitating court appearances.

SUPPLY AND LOGISTICS

7-83. Other personnel essential in sustaining police operations include mechanics, facilities maintenance personnel, and supply specialists. HN police stations require a maintenance facility and a motor pool within the vicinity of the police station compound to ensure that vehicles are available for LE patrol activities.

7-84. Police operations are resource-intensive and require significant supply operations to provide LE-specific equipment and expendable supplies. An organizational supply system is a key part of police operations. Military police can assist in the development of property management and logistics accountability systems, supply acquisition, and record-keeping requirements.

7-85. Military police brigade or battalion logistics officers, staff, and military police company supply personnel can provide and coordinate training for supply and logistics personnel. Supply and logistics personnel must be trained and proficient in a number of activities, including—

- Requisitioning all classes of supplies (food, water, individual equipment, fuel, barrier materials, ammunition, sundry items, vehicles, medical items, repair and maintenance parts).
- Requisitioning automation equipment requirements.
- Preparing and submitting contract requirement packages for sustainment items (food, facilities, protection requirements) and providing assistance in managing contracted support through unit contracting officer representatives and receiving officials.
- Publishing supply and logistics policy letters and SOPs.
- Developing procedures and service agreements for maintaining fleet operations and equipment.
- Maintaining a maintenance program at the operator level for all issued equipment (weapons, communications equipment, vehicles).
- Executing a maintenance program at the regional and district levels (above the operator level).
- Maintaining infrastructure for stations, water, power, and sewage.
- Managing supply discipline and accountability.
- Distributing equipment and supplies to the user level.
- Conducting equipment inventories.
- Maintaining individual officer equipment records.
- Maintaining required station equipment levels.
- Maintaining stock levels of police forms.
- Managing equipment accountability.
- Cross-leveling equipment and supplies as necessary.
- Maintaining ammunition accountability.

AUTOMATION AND COMMUNICATIONS

7-86. Automation and communications specialists are required to procure and maintain critical automation and communications equipment, secure local area networks, and maintain connectivity with other databases and forums. HN police operations depend on the ability of personnel to maintain communications with LE elements as they perform their duties. Military police can help establish communication protocols by creating call signs and radio procedures for daily communications, maintaining operations security, implementing information systems and security procedures, and maintaining communication security operations.

7-87. Automation systems, to include crime and police record databases, are critical to managing police operations. The establishment of an automation system is an extremely important part of setting up a modern policing capability. Military police can assist HN police in developing a centralized data storage system that is accessible to all police and security agencies. When designing and implementing these systems, military police personnel should—

- Ensure that a security program is incorporated into the system.
- Provide an information management system that will provide support, administrative functions, logistics, training, operation reporting, vehicle registration, police reporting, and penal information.
- Determine additional LE reports needed (daily activity logs, other automated entries).
- Provide LE access to automated police records from a centralized database.

- Conduct queries expeditiously and with the appropriate permission from a centralized database for real-time information and the quick compilation of crime statistics.
- Train by developing guidelines for maintaining readiness, benchmarks to gauge progress, and reasonable standards for L&O operations—from basic to advanced tactics and procedures.

7-88. Dispatchers and other communications personnel within the operations control center or desk dispatch respond to patrols with guidance from shift and desk supervisors. They also track and record police operations as they occur. They must be trained to professionally handle members of the public who enter the station to report situations.

7-89. Training for automation and communications personnel can be conducted or coordinated by the military police brigade or battalion signal officer and staffs. L&O detachment desk teams can provide training for dispatch personnel. Automations and communications personnel require training to achieve and maintain proficiency in activities, including—

- Performing dispatch procedures and administrative functions.
- Maintaining emergency response system connectivity.
- Managing a communications equipment maintenance program (including handheld, vehicle-mounted, and base station equipment and repeaters).
- Maintaining communications architecture and connectivity with outside agencies, other stations, and headquarters elements.
- Ensuring the compatibility of communication systems.
- Preparing and submitting contract requirement packages for the requisition of communication equipment and services and providing assistance in managing contracted support through unit contracting officer representatives and receiving officials.
- Maintaining repair parts for communication equipment.
- Maintaining the operation of crime record and police intelligence data systems.
- Maintaining computer hardware and updating software as necessary.
- Maintaining automation connectivity with the World Wide Web.
- Maintaining repeaters.
- Providing emergency first aid.
- Coordinating evacuation missions for injured persons and aiding disabled motorists.
- Investigating criminal and traffic complaints and violations along the highways and major roadways.

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Appendix A

Authority and Jurisdiction

Commanders are inherently responsible for the maintenance of good order and discipline within their units and areas under their control. This includes the authority to conduct investigations of offenses and other incidents and to have offenders apprehended. In some instances, this responsibility also extends to civilians in the commander's AO that threaten or impede the normal functioning of the command by conduct that is criminal or prohibited by laws or regulations.

DEFINITION

A-1. Authority refers to the right of LE personnel to exercise power and exact obedience. Article 7 of the UCMJ gives Army LE personnel, including security police, military police, and persons designated by proper authorities to perform military criminal investigative, guard, or police duties—whether subject to the UCMJ or not—and the authority to apprehend military personnel for any violation of the code. This authority applies worldwide and is subject to the restrictions in RCM 302.

A-2. The UCMJ does not typically grant Army LE arrest authority over civilians during routine L&O operations within the United States; however, the installation commander's inherent authority to protect the installation permits Army LE, as agents of the installation commander, the authority to apprehend civilians for offenses occurring on the installation. This arrest authority is limited in that Army LE personnel can detain civilians for a reasonable period of time sufficient to investigate the incident before turning them over to an appropriate civilian LE authority (see DODI 5200.08 and AR 195-2). Also, in 2006 the U.S. Congress expanded UCMJ jurisdiction to include civilian persons serving with or accompanying the armed forces in the field during contingency operations. The authority of contractor personnel to apprehend or detain individuals can be ascertained only by examining the contract under which such personnel are performing.

A-3. The Military Extraterritorial Jurisdiction Act authorizes prosecution of certain criminal offenses committed by certain members of the armed forces and by persons employed by or accompanying the armed forces outside the United States. Under the Military Extraterritorial Jurisdiction Act, offenses punishable by confinement of more than 1 year if committed in the United States, are applicable to personnel who engage in the same conduct outside the United States. These individuals are subject to trial by the federal government if the crime is a felony, the HN fails to prosecute, and the U.S. attorney believes prosecution is warranted (see 18 USC 3261, 3262, 3263, 3264, 3265, 3266, and 3267). DODI 5525.11 provides implementing procedures for the Military Extraterritorial Jurisdiction Act.

A-4. Jurisdiction is the power of a court to hear a case and render a legally competent decision. Generally, there are three parties concerned with jurisdiction: the judge, the prosecutor, and the police. Depending on where the offense occurs, the type of offense, and the status of the offender, the matter could be sent to one of three court systems:

- State court (or foreign court if outside the United States, based on status-of-forces agreements).
- Federal court (consisting of U.S. district courts for felonies and U.S. magistrate's court for misdemeanors).
- Courts-martial or military tribunal.

U.S. MAGISTRATE COURT

A-5. The U.S. magistrate federal court system is a venue enabling the enforcement of misdemeanor laws on Army installations. U.S. magistrates "shall have jurisdiction to try persons accused of, and sentence persons convicted of, misdemeanors" (18 USC 3401). The U.S. Magistrate Court also has jurisdiction over

juveniles who commit on-post misdemeanors (18 USC 3401). Cases most frequently tried include larceny, assault, and traffic offenses. Since the jurisdiction of the court is limited to the trial of misdemeanor cases, it may not impose a sentence of imprisonment in excess of 1 year. The U.S. magistrate will generally have jurisdiction over on-post misdemeanors, committed by civilians and Soldiers. The U.S. magistrate is a federal judge designated to try misdemeanors committed on federal property. An attorney from the office of the SJA may prosecute a case as a special assistant U.S. attorney. The magistrate has jurisdiction to try persons accused of, and sentence persons convicted of, misdemeanors.

A-6. Offenders are cited to appear in U.S. magistrate court by the issuance of a U.S. district court violation notice. Some offenses allow payments by mail, while others require a court appearance. The trial of a juvenile may necessitate a certification by the U.S. attorney that the state juvenile court “lacks jurisdiction, refuses to assume jurisdiction, or does not have adequate programs and services available” (AR 190-45). This certification will require coordination between the SJA and the appropriate civilian authorities.

A-7. The prosecution of a criminal charge is determined by the court or courts with jurisdiction over the case. Types of prosecutors include—

- Military (trial counsel and SJA attorney).
- State (district, state, prosecuting, and circuit attorneys).
- Federal (attorney general, U.S. attorney, and special assistant U.S. attorney).
- HN (HN attorney, based on the system and court structure of the HN).

A-8. The three types of LE include—

- State (city, county, and state).
- Federal (FBI; Bureau of Alcohol, Tobacco, and Firearms; and U.S. marshals, DA police, and all other federal LE activities and agencies, to include military criminal investigative organizations [USACIDC, Air Force Office of Special Investigations, and Naval Criminal Investigative Service]).
- Military (military police [including master-at-arms and security forces]) and criminal investigators [including USACIDC, Air Force Office of Special Investigations, and Naval Criminal Investigative Service SAs].
- HN (LE organizations within the HN criminal justice system).

A-9. There are general criteria that must be satisfied before a court can exercise criminal jurisdiction in a case. Jurisdiction can generally be described as the power of a court. These criteria include—

- **Subject matter jurisdiction.** This is the jurisdiction of the court over the offense. For example, a magistrate court would not have subject matter jurisdiction over an offense of insubordination because it is not an offense prohibited by the federal criminal code or any state or local code that can be assimilated. A court-martial, by contrast, would have subject matter jurisdiction over this offense, as such conduct is prohibited by the UCMJ.
- **Personal jurisdiction.** This is the jurisdiction of the court over the offender or the accused. The personal jurisdiction of a court-martial is status-based. If a person is subject to the UCMJ at the time of the offense and at the time of trial, a court-martial would have personal jurisdiction over the accused.
- **Territorial jurisdiction.** Territorial jurisdiction determines the limits of the power of the court with regard to the physical location of a crime or event. In some criminal cases, there may be a question concerning what level of government or sovereign (state, federal [including military], or HN) has authority over specific personnel or violations. At times, concurrent jurisdiction may be in effect, meaning that multiple governmental authorities may have jurisdiction or exclusive jurisdiction by one governmental authority. The UCMJ is extra-territorial—meaning that it is applicable worldwide to those subject to the UCMJ, Article 2. LE personnel should consult their servicing SJA concerning jurisdictional matters.

A-10. When a crime occurs that is punishable by military and civilian courts, the supporting SJA must coordinate to determine where the accused will be tried. In many situations, memorandums of understanding with state or local authorities or status-of-forces agreements with HNs will outline who has

primary jurisdiction in specific cases or circumstances. The U.S. magistrate will generally have jurisdiction over on-post misdemeanors.

CIVILIAN POLICE AND GUARD PERSONNEL

A-11. The authority for federal civilian employees assigned to security, police, and guard duties is derived from Article 7, UCMJ. Federally employed civilian police, security guards, and contract guards can perform LE and security duties authorized by the installation commander and are subject to any limitations imposed. The installation commander is also the source of authority for all other personnel assigned to security force duties. These security force personnel may apprehend persons on an installation for committing felonies and breaches of peace or threatening the property or welfare of others. However, this apprehension authority is limited to issuing citations and turning the subject over to the appropriate civilian or military authorities. (See 18 USC 1385 restrictions on the use of these personnel in providing aid to civilian LE.)

A-12. The PM or military police commander, in cooperation with the SJA, develops an SOP for Army civilian police and security guards. The SOP must describe the procedures and limitations for detention, apprehension, and the use of force. It must also address the restrictions placed on personnel when responding as a reaction force or to a hostage situation.

ROLE OF JUDGE ADVOCATES

A-13. The UCMJ is federal law and the basis of the military justice system; it dictates what conduct is criminal, establishes the various types of courts-martial, and sets forth the procedures to follow in the administration of military justice. The purpose of military justice is to assist in maintaining good order and discipline in the armed forces, promote efficiency and effectiveness in the military establishment, and strengthen the national security of the United States (see FM 1-04).

A-14. The mission of judge advocates and supporting legal personnel is to provide professional legal services at all echelons of command throughout the spectrum of conflict. The Judge Advocate General is responsible for the overall supervision and administration of military justice within the Army. The commander is responsible for the administration of military justice in the unit and must communicate directly with the SJA about military justice matters. There are three components of military justice, each with the following distinct functions:

- **SJA.** The SJA is responsible for military justice advice and services to the command. The SJA advises commanders concerning the administration of justice, the disposition of alleged offenses, appeals of nonjudicial punishment, and actions on courts-martial findings and sentences. The SJA supervises the administration and prosecution of courts-martial, prepares records of trial, manages the victim-witness assistance program, and performs military justice training.
- **Chief, U.S. Army Trial Defense Service.** The Chief, U.S. Army Trial Defense Service, exercises the supervision, control, and direction of defense counsel services in the Army. Judge advocates assigned to the U.S. Army Trial Defense Service advise Soldiers and represent them before courts-martial. These judge advocates also represent Soldiers in adverse administrative hearings.
- **Chief Trial Judge, U.S. Army Judiciary.** The Chief Trial Judge, U.S. Army Trial Judiciary, provides military judges for general and special courts-martial, supervises military judges, promulgates rules of court, and supervises the military magistrate program. Military judges assigned to the U.S. Army Trial Judiciary preside over courts-martial, exercise judicial independence in the conduct of courts-martial, conduct training sessions for trial and defense counsel, and perform or supervise military magistrate functions. Military magistrate functions include the review of pretrial confinements; the examination of confinements pending the outcome of foreign criminal charges; and the issuance of search, seizure, or apprehension authorizations.

ROLE OF OTHER POLICE AGENCIES

A-15. The PM often relies on outside police agencies for assistance and to share police information and intelligence. The PM develops memorandums of agreement and understanding with local police agencies in support of various emergency and public safety issues. Local and state police representatives should be invited to installation planning meetings, working groups, and forums to exchange ideas, solicit input, and participate in appropriate exercises. Antiterrorism efforts should always include local, state, and federal police and intelligence agencies as required by AR 525-13 and DODD 2000.12. HN LE and intelligence personnel should be included when overseas and within the limits of operational security. These agencies are a valuable source of information and support to installation commanders and special staff.

A-16. Advances in database technology, combined with an explosion in information sharing and networking among police agencies, have resulted in the development and expansion of robust information repositories. Army LE personnel continue to access the National Crime Information Center database, but increasingly turn to databases from corrections systems for fugitive information and to Department of Homeland Security and FBI systems for terrorist threat information. DOD proprietary automation systems (COPS and ACI2) greatly improve interoperability and eliminate seams that criminal and other threats might otherwise exploit.

A-17. The authority for Army LE to collect and store LE information is covered by numerous laws, regulations, and policies. ATTP 3-39.20 contains an extensive list of documents and sources that outline the authorities and constraints related to information storage and sharing.

Appendix B

Considerations for Police Station Construction

The police station is the hub of all LE activity. This is true whether the LE agency is civilian or military police. Police stations supporting large posts, camps, and stations or large metropolitan areas can be large operations with significant capabilities beyond basic LE requirements, while small stations can be austere with only the most basic equipment and facilities. Regardless of size, all military police stations have basic requirements common to all functional military police operations. An understanding of the basic requirements can help military police elements when assisting HN police agencies in building their police station capability and capacity.

GENERAL REQUIREMENTS

B-1. The public must have access to military police station activities to conduct legitimate business. These areas must be easily accessible and clearly marked. However, controls must be established to prevent visitors and unauthorized personnel from wandering through the station. Such controls must not interfere with personnel who are conducting business with the various PM sections. Electronically operated visitor control doors can be used to gain access to the information desk. Military police station criteria for permanent stations in support of posts, camps, and stations are outlined within the Unified Facilities Criteria (UFC). The UFC provides standardized planning guidelines for small and large military police stations. Minimum standards for detention cells are prescribed in AR 190-45 and AR 190-47.

B-2. Mission requirements determine the need for specific station features. To support the basic military police mission, space is required for—

- The PM, the deputy PM, and administrative support personnel (office space).
- A station desk.
- LE sections, including—
 - Operations.
 - Traffic.
 - Investigations.
 - Physical security and access control.
 - Police administration (records and reports).
 - Game warden.
- An offender-processing area.
- Conference and interrogation or interview rooms.
- Patrol work areas, with automations support.
- Arms, evidence, and property storage.
- Briefing and debriefing patrol and reserve areas.
- Detention facilities.
- Public waiting rooms.
- Latrine facilities.
- Parking for employees, visitors, and military police vehicles.
- Impounded-vehicle parking.
- Communications and automations equipment (including a National Crime Information Center terminal).

- Storage for riot control and other special equipment.
- Shower facilities.

B-3. Specific station features should include—

- Outside lighting 360° around the station, with a 50-foot standoff area free of private vehicle parking.
- Controlled or monitored access to the station on all doors.
- Special entrances provided for military police personnel.
- Interior and exterior doors with shatterproof windows for maximum observation, with the exception of the door leading from the public waiting area to the detention area, which must not permit observation. This door is electrically operated.
- A minimum of exterior windows. Where required, shatterproof windows may be substituted for plate glass.
- Emergency lighting and power.
- Separate latrine facilities for public and station personnel.
- A field safe for storing property and evidence during nonduty hours when the evidence custodian is not readily available.
- Interview rooms with one-way mirrors (where possible) for identification purposes.
- A private work area for the duty officer. This area can also serve as an interview room.
- A break area, out of public sight, for military police personnel. Break areas may contain vending machines.
- A communications room with intrusion detection alarms for the post exchange, the finance office, and the bank.
- Furniture (in public areas) inconspicuously secured to the floor to prevent its use in a scuffle.
- Access to detention facilities that are free of items that can cause prisoner injury.
- Offices that require frequent coordination (such as operations and administration) located close to one another.

B-4. Efficient design can enhance the security of the station, reduce personnel requirements, and ensure that station facilities are used effectively. The general planning guidance in each sample design is based on programming factors (staff composition, organizational structure, physical development requirements consistent with a hypothetical set of functional and operational objectives). Space organization principles are based on established organizational and functional needs and on requirements for the design and construction of military police facilities. (For more information on designing military police facilities, see the UFC. Figure B-1 and figure B-2, page B-4, provide examples of small and large military police stations.)

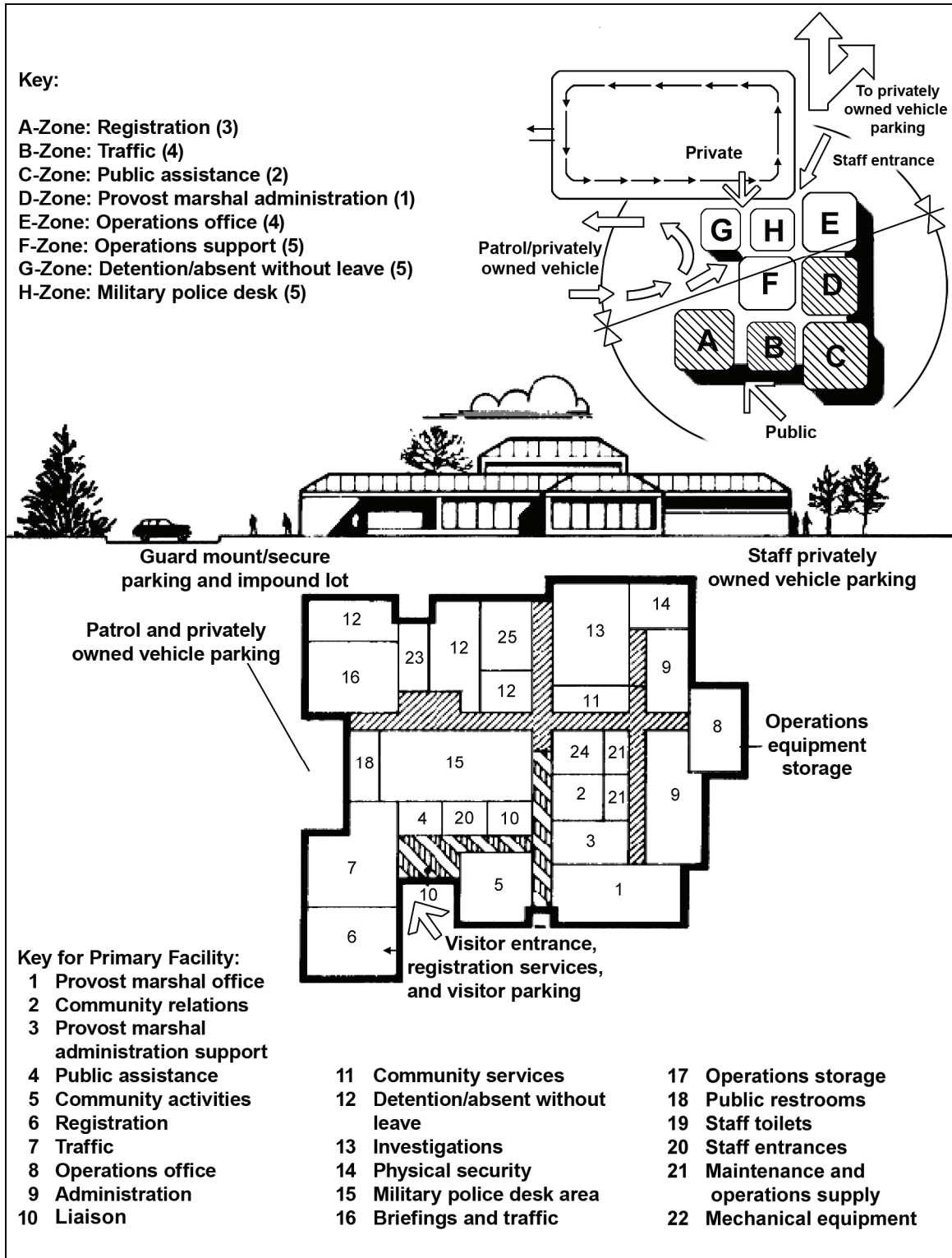


Figure B-1. Example of a small military police station

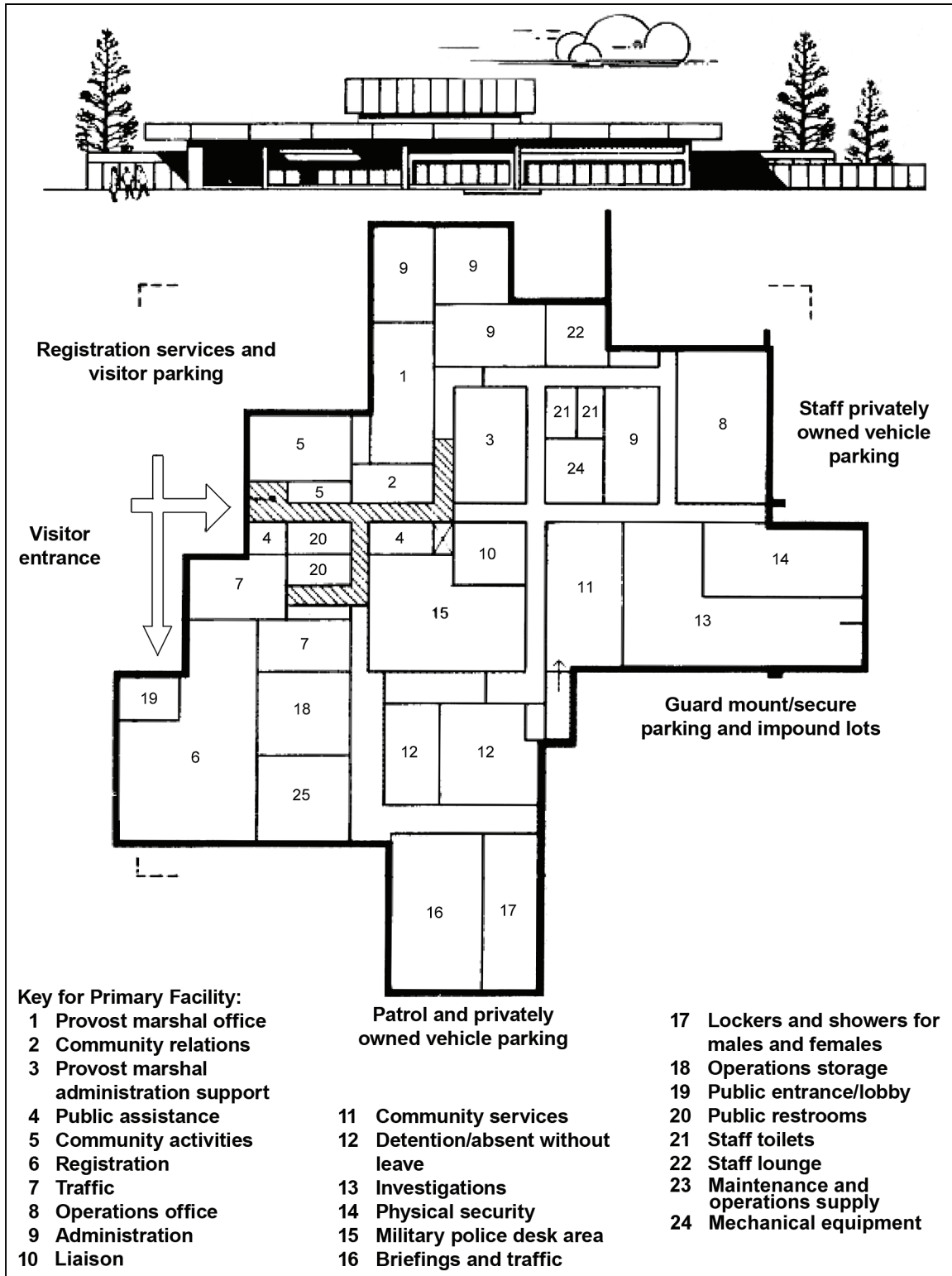


Figure B-2. Example of a large military police station

RECONSTITUTION OF HOST NATION POLICE STATIONS

B-5. During the conduct of stability operations, the U.S. military may be required to reconstitute HN police organizations and infrastructure. Military police (in conjunction with civil affairs, other multinational forces, governmental agencies, and HN forces) must assess the existing police structures to coordinate for construction support. They must coordinate reconstruction and funding efforts with contracting personnel to ensure compliance with procedures for expending funds in direct support of HN organizations. Military police must be prepared to write a statement of work and properly staff it through higher headquarters. Any project statement of work for an HN police station should address construction, protection, and other requirements identified in an assessment (as necessary) for the functionality of the police station. Project plans should be staffed with interagency and HN partners.

B-6. Police personnel and facilities are often targeted by criminals, terrorists, and insurgents; therefore, police personnel, equipment, and facilities require robust security and protection. Regardless of the physical structure or layout of the various police stations, basic protection measures need to be in place before police operations begin. Many of these measures may take weeks or months to construct. Protection measures include—

- Protection in-depth.
- Standoff distance.
- Access control.
- Barriers and blast mitigation.

PROTECTION IN-DEPTH

B-7. There is no single security system, method, or design that protects against all threats. The central mechanism in the Army’s ability to protect against threats is through the layering of security, better known as *protection in-depth*. Commanders must apply protection in-depth to any protected facility to render an attack ineffective. Figure B-3 illustrates the general, layered protection approach to the implementation of a physical security system. The protected facility is located within an innermost ring of security. Additional layers of security are provided at increasing distances from the asset to be protected. The number of layers, the components that comprise the layers, and their resistance to penetration depend on the threat and the importance of the asset to be protected.



Figure B-3. Example of layered protection

B-8. The objective of providing in-depth protection is to manage risks with redundant security or multiple protective measures between the threat and the target. These measures subsequently help a commander achieve a more complete security posture. Each measure must present unique obstacles to the threat, while also affording detection and protection capabilities. This action will increase the risk of detection to the adversary and reduce his chances of a successful intrusion or attack. Theoretically, if one layer of security proves inadequate protection, another layer will prevent the threat from conducting a full breach.

STANDOFF DISTANCE

B-9. The best protection from the effects of blasts is standoff distance. The standoff distance is the distance maintained between where a threat may be and the target. The initial goal should be to make that distance as far from the target as practical. In most countries, police stations are built from conventional construction (common unhardened construction). These buildings will not withstand common blast effects. To mitigate blast threats to police stations, standoff distances and exclusion areas must be established and enforced (see ATTP 3-39.32 for data on minimum standoff distances to mitigate blast effects).

ACCESS CONTROL

B-10. Local citizens should have access to police stations to report crimes, seek assistance, or receive public safety information. However, access must be controlled and monitored to prevent adversaries from causing injury, death, or destruction to the police station and personnel. Personnel trained specifically in access control may be required in high-threat environments.

B-11. Initially, HN personnel may require military police Soldiers or other U.S. and multinational elements as partners to provide security or access control. This can be especially critical when HN loyalties or the infiltration of HN elements is a concern. HN security personnel must be monitored and supervised. Combining security forces enhances capabilities and provides different styles and levels of control. Using different methods to apply control measures confuses would-be adversaries. Access control procedures are described in TC 19-210.

B-12. Planning facility access control includes developing procedures for inspecting all incoming personnel, hand-carried items, and vehicles. Specific areas to be considered during access control operations include—

- Identification methods to be used (photograph identification, badges).
- Authority for access and identification confirmation.
- Criteria for access to the police facility for—
 - Assigned personnel.
 - Visitors.
 - Media.
 - Maintenance personnel.
 - Contractors.
 - Delivery personnel.
 - Other emergency personnel.
- Material control procedures (consider inspecting all hand-carried items and deliveries).
- MWD team employment.
- Vehicle control (vehicle inspections, parking, emergency vehicle procedures, and other vehicle-related activities).
- Locations of security overwatch and fighting positions.
- Locations of additional security measures, including—
 - Protective barriers.
 - Lighting (to include emergency backup lighting).
 - Communications.

- Response force operations (military police employ response force operations as described in FM 3-19.4 and TC 19-210).
- Contingency planning (responding to fire alarms, bomb threats, hostage situations, natural disasters, and other emergencies).

BARRIERS AND BLAST MITIGATION

B-13. One of the most important protection measures used to protect personnel and facilities is barriers and blast mitigation. The detonation of vehicle bombs generates four primary hazards to personnel in fixed structures and shelters and in the open. These hazards include—

- Primary fragments.
- Secondary fragments from barriers and structures.
- Secondary debris in fixed structures.
- Blasts.

B-14. Barriers capable of stopping moving vehicles include chain link fences reinforced with cable, reinforced concrete barriers, ditches, and berms. Barrier materials may not be available in large quantities. Concrete barriers will need to be constructed locally and delivered to the site using large trucks and equipment. Engineers should be employed to ensure that the concrete is reinforced and that it meets minimum standards to prevent spalling, fracturing, and other forms of degradation caused by substandard production. Other types of barriers used to protect against blast threats include—

- Earth-filled barriers.
- Portable, water- or sand-filled barriers.

B-15. Reinforced concrete barriers used for countermobility should not be used to mitigate blast damage. Concrete barriers at the detonation point can help (when properly constructed and placed) to mitigate fragments, but do little to mitigate the blast. Reinforced concrete barriers should be linked with cabling to ensure that the integrity of the barrier is maintained. Earth-filled barriers work well for fragment protection, but do little to reduce structural damage. Water-filled barriers are ideal for quick deployment. Empty, they are lightweight, but can weigh several thousand pounds when full and, therefore, should be chained together for effectiveness.

B-16. Maximum protection can be achieved when different types of barriers are integrated into a system of protection. Personnel should consider using a combination of concrete and earth-filled barriers for countermobility protection and to reduce the effects of a blast. TC 19-210 describes each barrier and its protection capabilities. (See ATTP 3-39.32 for the planning and implementation of barriers, blast mitigation, and the other aspects of hardening measures related to protection.)

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Appendix C

Evidence and Forensics Support

The capability to properly secure and collect physical evidence in support of LE activities and other mission requirements is critical to successful criminal prosecution and mission success. Advances in the use of forensic analysis of physical evidence collected at crime scenes and incident sites has expanded the awareness of forensic capabilities and the requirement for proper handling of evidence to avoid contamination and maintain the chain of custody. This appendix will provide a brief description of the key activities involved in evidence collection and forensic analysis. It focuses on tactics, techniques, and procedures for use in evidence collection by military police, USACIDC, or others involved in the collection and preservation of evidence. The processing and analysis of collected evidence is covered in other publications, including ATTP 3-39.20 and FM 3-19.13.

EVIDENCE COLLECTION AND FORENSICS ANALYSIS

C-1. The capabilities to collect, analyze, and exploit latent prints, DNA, firearm signatures, toolmarks, trace evidence, documents, and media have all been employed with great success in traditional LE applications and in efforts to target, apprehend, and prosecute terrorists or enemy combatants. Deployable, modular forensic laboratory capabilities have enabled significant expansion, timeliness, and relevant evidence collection and forensic analytical capabilities that support expeditionary commanders beyond the singular role of criminal investigations.

C-2. The collection of physical evidence and follow-on forensic analysis enables LE investigators to identify persons in relation to space and time, thus enabling the identification of individuals specific to crimes or other incidents; linkages between persons, material, and equipment (including weapons); and trends, patterns, and associations pertinent to crimes and criminal activity. It can also enable operating forces to identify enemies and add depth and scope to the intelligence picture. Items (fingerprints, DNA) enable U.S. forces to specifically identify who handled an item (such as an improvised explosive device) and to connect a particular person with a certain place or event. The resulting information can provide information and actionable intelligence supporting—

- **Criminal investigation and prosecution.** Evidence collected, analyzed, and exploited by LE investigators, police intelligence analysts, and staff can match individuals to particular locations, events, or devices and establish trends, patterns and associations. These results can be used to further criminal investigations and be compiled to build a criminal prosecutorial package for use in conjunction with the testimony of experts to further detain or charge individuals suspected or proven to be involved in criminal acts against U.S. forces, family members, and resources.
- **Protection efforts.** Information and police intelligence derived from collected evidence and subsequent analysis can enhance preventive protection measures by identifying threats and enabling commanders to implement measures to mitigate hostile actions against U.S. personnel (to include family members), resources, facilities, and critical information.
- **Targeting actions.** These actions can be LE targeting in conjunction with ongoing LE investigations or targeting (lethal and nonlethal) against threat elements in contingency operations.
- **Sourcing actions.** The collection of evidence and subsequent forensic analysis can be fused with other information obtained through LE or intelligence channels—in contingency environments and in support of posts, camps, and stations—to increase the situational awareness and understanding of movement and the origin of components used by threat and criminal elements, involved regional groups, and transnational sponsorship.

- **Medical processes.** Medical examiners conduct processes to identify individuals and determine the cause and manner of death. The recovery of forensic materials can enable the Armed Forces Joint Pathology Center to perform research and analysis, increase knowledge regarding Army deaths, and identify trends and preventive risk factors.

KEY ACTIVITIES

C-3. Physical evidence collection and forensic analysis, as an overall capability, is divided into on-site collection activities and off-site activities:

- On-site collection activities include the potential recognition, preservation, and collection of evidence. Depending on the mission and the environment, these activities can be conducted by Army LE patrols, LE investigators, emergency response teams, and other Soldiers at an incident site or crime scene.
- Off-site activities include the storage of collected evidence, the analysis of evidence, and the production and dissemination of forensic reports and police intelligence analysis.

C-4. Depending on the mission and the environment, these activities can be conducted by evidence custodians within LE organizations and forensic laboratories, LE investigators, forensic analysts, police intelligence analysts, and military intelligence analysts. Figure C-1 depicts evidence collection and forensic analysis activities. A description of evidence collection and forensic analysis activities includes—

- **On-site collection activities.**
 - **Recognition of potential evidence.** Military police, USACIDC, and other Soldiers must be trained and capable of locating and distinguishing materials and data that have potential evidentiary or forensic value.
 - **Preservation of evidence.** This action involves protecting materials and data from the moment the items are recognized as evidence or protecting incident sites or crime scenes where latent or other evidence not readily identifiable is likely to be found. Evidence must be protected and preserved by available, reasonable measures (marking, packaging, and tracking) to prevent contamination, loss, or alteration. These measures may include establishing cordons and entry control measures and providing physical protection to incident or crime scene areas.
 - **Collection of evidence.** This action involves the recovery of materials from incident sites or crime scenes. The incident site or crime scene is documented, contextual information is recorded (within environmental and threat constraints), and materials are inventoried. This often includes limited processing of specific items or areas in an effort to detect additional relevant information. The presumptive testing of materials may also be involved. It is critical to establish and maintain an unbroken and documented chain of custody. The collection of evidence inherently includes its transfer to an adequate storage area or location where a more complete analysis can be performed.
- **Off-site activities.**
 - **Storage of collected evidence.** Materials and associated information must be maintained until associated LE investigations or tactical operations are fully adjudicated or resolved. Storage mediums must be adequate to preserve perishable evidence and to prevent the degradation of evidence, to the maximum extent possible. Policies and procedures relevant to specific missions or activities will dictate proper disposition.
 - **Analysis of evidence.** This activity includes analysis by investigators and trained analysts and technical examinations at forensic laboratories. Even though analysis predominantly occurs away from the incident site or crime scene, initial analysis may begin at an on-site location through the recognition of materials and contextual information. (See ATTP 3-39.20 for additional information on the analysis of police information and ATTP 3-90.15 for information on-site exploitation.)
 - **Production and dissemination of forensic reports and intelligence.** After analysis is completed, the results are catalogued and the appropriate reports and products are produced. These reports and products are shared according to policies and procedures relevant to the specific mission and the OE. The dissemination of forensic reports and associated police

intelligence enables the effective exploitation of collected evidence and resultant data. Exploitation can be conducted by LE and legal personnel (in criminal cases) and by U.S. military commanders (in contingency operations) when information and police intelligence is fed into the operations process. Exploiting the results of forensic analysis can lead to targeting actions, apprehensions, and prosecutions of suspects. (See ATTP 3-39.20 for additional information on the production and dissemination of police intelligence and police information.)

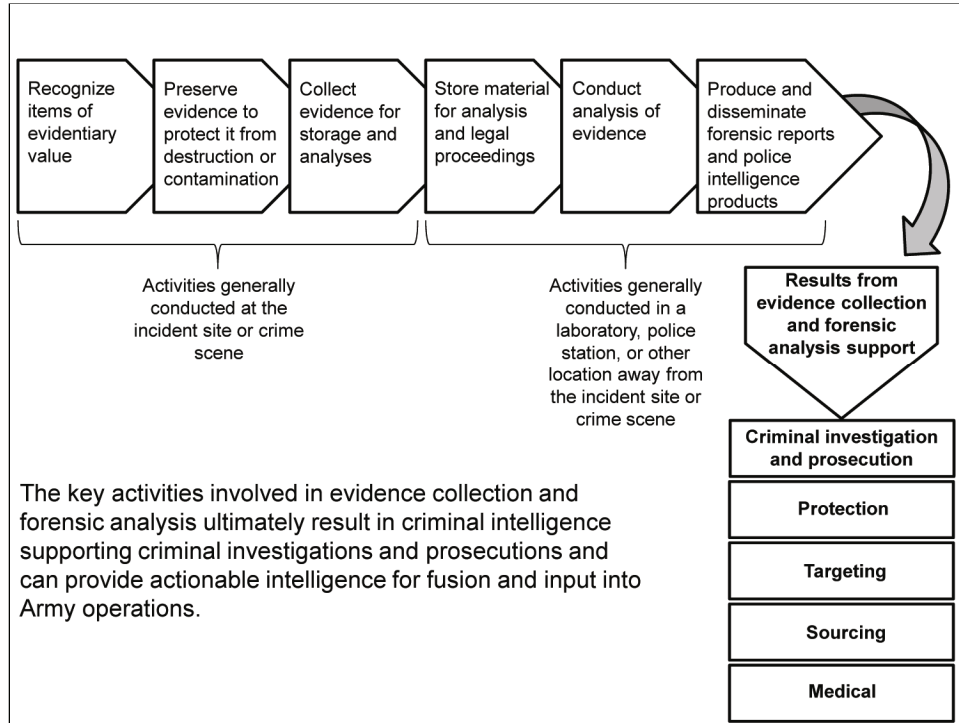


Figure C-1. Key evidence collection and forensic analysis activities

C-5. Evidence collection and forensic analysis are integral activities to criminal investigations and broader police intelligence activities. Within contingency operations, police information and police intelligence resulting from a forensic analysis of collected evidence provides critical information to the operations process and feeds the intelligence cycle (see ATTP 3-39.20).

IDENTIFICATION, PRESERVATION, AND COLLECTION OF EVIDENCE

C-6. Evidence collection and subsequent forensic analysis is conducted across all environments, ranging from stable environments and associated LE activities to unstable environments associate with contingency operations. Military police support collection efforts across the entire range of environments. They can function solely as part of a U.S. military LE effort, a multinational LE effort, or general military operations supporting site exploitation efforts. *Site exploitation* is systematically searching for and collecting information, material, and persons from a designated location and analyzing them to answer information requirements, facilitate subsequent operations, or support criminal prosecutions (ATTP 3-90.15).

C-7. During LE operations, including those in relatively stable contingency environments supporting U.S. and HN populations, the actual collection of evidence by military police LE patrols responding to a crime scene is typically limited to items directly resulting from a search incident to apprehension or that may pose a danger to LE patrols and others in the area (weapons, drugs). Military police LE should initially focus on—

- Assessing immediate or potential dangers and taking actions to ensure that persons at the crime scene or incident site (to include LE personnel) are safe.
- Requesting additional resources (when required) and establishing and maintaining control of the situation.
- Identifying and segregating victims, possible subjects, and witnesses to the crime or incident.
- Securing the crime scene or incident site.
- Conducting initial investigations and initial interviews of victims, possible subjects, and witnesses.

C-8. Potential evidence should be identified as early as possible by responding LE patrols. However, many times the priority of work for first-responder LE elements does not allow an extensive search of the area until additional patrols and LE investigators arrive at the scene. Once additional patrols and/or LE investigators arrive, the division of labor can be established by the senior military police or LE investigator at the scene. Any evidence identified by patrols should be protected by collection and preservation or by establishing cordons to limit access to the evidence site and enable a deliberate search for additional evidence.

C-9. All personnel who are not essential to processing a scene, to include unit and LE leadership, should stay outside the established cordon area to prevent the contamination or destruction of evidence. Leadership should be briefed outside the crime scene or incident site by the senior military police or LE investigator. During contingency operations, the senior leader in charge of the site may be nonmilitary police or USACIDC personnel. Incidents involving CBRNE, regardless of the environment, may require specially trained hazardous material, CBRN, or EOD personnel to control the inner cordon until the area is rendered safe.

C-10. At major or complex incident sites or crimes scenes, a deliberate systematic search of the site to collect and document identified evidence should be conducted under the supervision of MPI or USACIDC SAs with military police patrols supporting the effort. Upon arrival of MPI or USACIDC SAs, military police LE patrols should thoroughly brief the LE investigators regarding—

- Response to, and observations of, the incident.
 - Physical characteristics and the layout of the crime scene or incident site.
 - Behavior and the general demeanor of victims, subjects, and witnesses.
 - Observed physical characteristics of the crime scene and the actions or behaviors of victims, subjects, or witnesses that seem odd or out of place. These observations can be helpful to LE investigators as they conduct the investigation.
- Victims, witnesses, and potential subjects.
- Results of initial interviews and investigations conducted by responding military police patrols.
- Identified evidence, including evidence physically collected and protected, but still in place.
- Physical locations and established boundaries of secured crime scenes.

C-11. In unstable environments, especially those consistent with contingency operations, evidence collection may be conducted in conjunction with hasty or deliberate site exploitation operations. Hasty site exploitation, including the collection of valuable evidence, is typically conducted in time-constrained environments, especially when the threat is too high to risk extended presence on an objective, incident site, or crime scene. This type of exploitation is conducted on an objective or site that can provide military forces an immediate and timely opportunity to exploit threat information gained through collected evidence and statements from personnel. It may be conducted by functional military police elements or as part of a combined arms team. Hasty site exploitation procedures should be included as a contingency operation in most operational plans. Hasty site exploitation is warranted in many instances, to include following—

- An immediate incident response (as with the explosion of an improvised explosive device or other attack).
- The discovery of a weapons cache.
- A raid mission or an assault where information, personnel, or material require collection.
- A tip from an informant regarding threat activity, personnel, or material.
- A deliberate site exploitation where evidence of a previously unknown site is discovered.

C-12. Deliberate site exploitation is conducted when there is sufficient time available and the conditions are conducive to secure the site, conduct deliberate planning and rehearsals, and move dedicated site exploitation assets to the site. This will typically be a combined arms operation employing technical specialties from numerous branches. When specific information or material relevant to a commander's critical information requirements is identified, a hasty site exploitation can evolve into a deliberate site exploitation. Deliberate site exploitation teams should include technical and functional experts that can enhance the team's ability. The specific technical capabilities required should be based on the type of site being exploited and the material expected at the site. The ability to include specialized assets as part of the site exploitation team can expedite the collection effort and the subsequent analysis of evidence collected for exploitation.

CRIME SCENE OR INCIDENT SITE PROCESSING

C-13. In any criminal investigation, the validity of information obtained from physical evidence and subsequent analysis may be challenged if the evidence has not been protected from contamination and an uncompromised chain of custody has not been maintained. Evidence must be properly collected, handled, and stored to ensure that the integrity of the evidence and the validity of a subsequent analysis are maintained and can survive scrutiny. This can also be critical for evidence collected during non-LE-related military operations. Many times, evidence collected and processed during military operations is required to successfully prosecute war criminals, terrorists, or other threat elements conducting criminal activities against U.S. forces and our multinational and HN partners.

C-14. No two crime scenes or incident sites are the same. Military police and USACIDC Soldiers and leaders must evaluate each site individually and conduct evidence collection based on the specific crime or incident, threat, or hazards specific to the site; command and PM policies and directives; and other considerations that affect the environment. Each crime scene or site must be evaluated by responding military police and USACIDC personnel based on the type of incident, environmental conditions, and personnel involved, in addition to the threat (or other hazards) to responding personnel, witnesses, victims, and the general population. The senior, on-site military police or USACIDC SA should take charge and plan the activities of other responding or supporting personnel. At posts, camps, and stations (for crimes or incidents in which USACIDC has purview as dictated by AR 195-2), the senior USACIDC SA will typically maintain operational control of the crime scene, with military police elements in support. The senior military police Soldier on scene should coordinate directly with the senior USACIDC SA on scene to determine any required support requirements. The senior military police or USACIDC SA should take actions to ensure that the—

- Site is protected. Control measures include—
 - Restricting foot or vehicle travel through the site to protect evidence.
 - Emplacing ropes, tapes, signs, and guards to limit access.
- Military police and investigators follow general guidelines for processing crime scenes. Applied in sequence, these are relevant to most incident sites or crime scenes (although the conditions of individual sites will vary). These guidelines include—
 - **Observe.** Perform an initial walk-through and search for items, but do not disturbing them.
 - **Record.** Document the site and the evidence using photographs, sketches, and notes.
 - **Collect and process.** Bag and tag items, and dust for latent prints.
 - **Preserve.** Use proper containers and chain-of-custody documents to protect items.
 - **Transport.** Safely move the items and paperwork to the appropriate analytical element as soon as practical.

Key On-Site Activities

C-15. Processing a crime scene or conducting site exploitation requires that personnel perform specific activities. While each situation is different, there are some key activities that are common when processing most crime scenes or incident sites. These activities include—

- A local mission command of the operation. In L&O operations at post, camps, and stations, this will typically be the senior, on-scene military police or USACIDC SA. During contingency operations, it will be the senior on-site, leader (team, squad, or platoon leader; company commander; or designated site exploitation team leader). During support to HN LE, it may be the senior HN LE person, assisted and advised by U.S. personnel. The senior person is responsible for overseeing the operation, security, and site assessment; specifying detainee holding or screening areas (if required); ensuring that a chronology of events is documented (a chronological timeline from arrival to departure from the site); prioritizing site search; ensuring that site documentation is completed; and preparing required reports. The leader should designate—
 - An individual to search the site for items of evidentiary value, keep notes of where items are found, package evidence, label evidence, and initiate a chain-of-custody document.
 - A recorder to document the chronology of events and all persons entering or leaving the site.
 - A photographer to photograph the site exterior and interior, evidence and, if appropriate, detainees with the respective evidence. All evidence should be photographed before moving it, if possible, and in a manner that provides spatial orientation.
 - An individual to sketch the site, including all major elements (furniture, trees, shrubs, water bodies, or any other major features in and around the site). The recorder should keep notes to ensure the accurate recollection of the details. All critical evidence should be included in the sketch, depicting the exact location and orientation when found. Photographic evidence will complement the crime scene sketch.
- An initial walk-through. This is typically conducted by an experienced military police Soldier or USACIDC SA when the crime scene is processed during L&O support to posts, camps, and stations. During contingency operations, this task may be conducted by an experienced Soldier or support personnel assigned to the site exploitation element. The initial walk-through will typically be conducted before the start of any deliberate search and collection effort.
- A deliberate search and collection of evidence. Upon completion of the initial walk-through (under the direction of the senior military police, USACIDC SA, or other element leader), military police Soldiers, USACIDC SAs, or other site exploitation personnel should—
 - Establish an entry control point.
 - Number rooms (if searching a building).
 - Search the site and collect information and physical evidence.
 - Ensure that administrative documentation and evidence packaging is to standard.
 - Prepare evidence for transfer.

C-16. If the site is large or complex and more personnel are available, the above requirements can be further broken down. For instance, the recorder responsibility can be distributed to photographers, sketchers, and note takers. A small team can be used to search and seize evidence rather than one person. One person can be designated to fill out forms to maintain consistency.

Initial Walk-Through Activities

C-17. When conducting a walk-through, the safety of on-site personnel is of primary importance. Special attention should be placed on identifying potential hazards. Secondly, the individual conducting the walk-through should focus on identifying evidence and prioritizing the collection. Additional considerations during the initial walk-through include—

- Identifying the location for an evidence collection point.
- Determining whether the initial cordon requires expansion to protect evidence or provide hazard mitigation.

- Identifying equipment or special skills, outside the capabilities of the team, required to adequately process the site.
- Determining the best search method for the site.
- Identifying fragile evidence that should be collected during the initial walk-through or be immediately protected from environmental conditions or inadvertent destruction by team members.
- Determining which items are small enough to collect and those that require on-site processing (latent prints, trace, and such).
- Considering the use of evidence markers (large numbers on tent-shaped markers that can be placed adjacent to evidence).
- Considering the use of still or video photography (digital) to brief the team and document the condition of the site as it was initially found.
- Annotating initial observations to use in briefing the team.

Administrative Requirements

C-18. An evidence collection point should be established to ensure that evidence is properly collected, packaged, and documented. It should be positioned near the site entrance, in an accessible and visible location, but out of the way of site-processing activities. If the evidence collection point is established inside a building that is being searched, the area should be completely searched and cleared before establishing the collection point and before evidence from other areas within the building are brought to the collection point. The evidence collection point is used to—

- Screen and organize evidence.
- Ensure that evidence is correctly tagged, which includes—
 - Attaching a self-adhesive DA Form 4002 (Evidence/Property Tag) to each item of evidence or evidence container at the earliest opportunity to identify and control it.
 - Attaching the DA Form 4002 directly to the item of evidence, the evidence container, or the blank shoe tag that is attached to the item. Merely attaching a completed DA Form 4002 to an item of evidence does not meet the requirements of AR 195-5. Each item of evidence or sealed evidence container must also be individually marked for future identification. If evidence is placed in a heat-seal bag, the tag on the bag may replace the adhesive label.
- Initiate chain-of-custody documentation, which includes—
 - A list of the seized items (when, where, and by whom).
 - A description of the items; serial numbers of weapons, computers, and phones; and any other identifying characteristics. Avoid presumptive descriptions. For example, do not describe a watch as a *gold* watch since the material that the watch is made of is only a presumption; instead, describe the item as *gold in color*.
 - A DA Form 4137 (Evidence/Property Custody Document). Type or print entries in ink.
- Conduct quality control to ensure that evidence is properly packaged, marked, and documented. All items of evidence should be marked (preferably on the container and not on the actual evidence) with the initials of the collector and the time, date, and location of collection.
- Prepare evidence for transfer. An original and three copies of DA Form 4137 must be completed and updated every time custody changes for any piece of evidence. The original and the first two copies will be submitted to the evidence custodian. The third copy will be placed in the official case file.
- Begin the laboratory request using DD Form 2922 (Forensic Laboratory Examination Request) if required.

Final Walk-Through Activities

C-19. After processing a crime scene or conducting a site exploitation, a final walk-through should be conducted to ensure that evidence has been collected, no gear is left behind, and appropriate doors and windows are secured. Collection team members should conduct a review to ensure that reports and

documentation are complete and that disposable supplies, used personal protective equipment, and other trash are disposed of properly.

C-20. As appropriate, the senior military police, USACIDC SA, or other military commander should determine what additional briefings and notifications are required. The site disposition must also be determined. Some crime scenes will remain under LE control until released by LE at the conclusion of the investigation or by appropriate legal authority following judicial proceedings. In contingency environments, the decision to retain site control or return it to the control of the owners will typically be made by the commander responsible for the AO.

EVIDENCE COLLECTION

C-21. The array of possible evidence at any location is as varied as the incidents or crimes associated with those locations. The collection of material at any crime scene or incident site must be prioritized and conducted based on the type of incident, any threat or hazards associated with the site, and other environmental conditions. Collectors should always wear gloves when gathering evidentiary material; this is for their safety and the protection of evidence.

C-22. Some evidence cannot be easily identified or is not easily collected by simply picking the item up. It should be noted that not all evidence is obvious or visible to the collector. For some types of evidence, additional measures must be taken to identify, collect, and preserve the evidence for further evaluation and use in criminal investigations and legal proceedings. Some evidence must be further developed (latent prints, blood stains, and such) to be visible, while other items are simply too small (trace evidence) to be readily seen without the use of specific techniques and equipment. Other materials may be large enough to be observed but may be hidden by other objects.

C-23. Examples of potential evidence that dictate the need for further processing or the use of special techniques to detect and collect them can include—

- Latent prints.
- Trace evidence.
- Impressions.
- Biological materials.

Latent Prints

C-24. Latent prints can be found on numerous surfaces. Anything touched by an individual can hold a latent print that may be collected as evidence. Typically, the surface characteristics of an object holding a latent print are characterized as porous or nonporous. Porous surfaces can include cardboard, paper, and unfinished wood. Latent prints are difficult to extract from porous material. The best method is to collect and package the entire piece of material and transport it to a laboratory for print extraction by chemical or other means.

C-25. Nonporous material is typically an easier medium from which latent prints can be identified and extracted. These materials can include glass, mirrors, finished wood, some plastics, and other materials with smooth surfaces. Nonporous surfaces can also include textured surfaces (leather, vinyl, countertops). Items where latent prints can be easily detected (handheld mirrors, drinking glasses) can be collected for analysis off-site. If the entire object cannot be seized, the use of print powder and tape can be used to extract a latent print from a nonporous surface. Army LE investigators will have the equipment and materials necessary to apply powder and lift latent prints from nonporous surfaces (see FM 3-19.13).

C-26. Latent prints can be found by several means. A close examination of a surface may reveal the presence of a print to the naked eye. Scanning a surface believed to have latent fingerprints with a flashlight held obliquely (almost parallel) is effective for many surfaces. Warm breath can be used to visualize latent prints on some nonporous surfaces. Items that are believed to have been handled, but do not show a visible print, should be seized for analysis off-site.

C-27. After a print is located, and before processing, make note of its location and condition. This data should be included in any sketches produced of the scene. The latent print should be photographed as found, using midrange; closeup; and closeup, with scale, techniques (see paragraph C-43). The use of an oblique light or a warm breath may be necessary to obtain the photograph. The closeup photograph of the fingerprint should fill the frame.

Trace Evidence

C-28. Trace evidence is minute quantities of material found on other material or evidence. It can be hair, fibers, powder, or other residue. These small quantities of material are sometimes difficult to locate and extract. At times, large objects must be collected so that trace evidence can be extracted in a laboratory. When trace evidence is located at a crime scene or incident site, the location of the material should be documented and photographed before collection.

C-29. First, examine the area suspected of containing trace evidence to determine what is visible to the eye without enhancement. The likelihood of finding trace evidence can be enhanced by using oblique lighting (shining a light source [such as a flashlight] almost parallel to the surface being examined). Darkening the room while using oblique lighting is a technique that may enhance the visibility of trace evidence. Trace evidence may also be collected when packaging other evidence by placing clean paper beneath the evidence. The process of packaging the original evidence may cause trace evidence to fall onto the clean paper beneath where it can then be documented and collected.

C-30. Always wear gloves when collecting trace evidence. Rubber tip or plastic tweezers are best for collecting hair and fiber material. Other residues may be collected using low-tack tape; the sticky portion of adhesive notepads can be used as a field-expedient method. Trace evidence should be collected in clean paper using a druggist fold. A druggist fold (see FM 3-19.13) consists of folding one end of the paper over one third, and then folding the other end one third over that. The process is then repeated from the other two sides. This creates nine squares when unfolded. Place the evidence into the center square and refold. The outside two edges can then be tucked into each other to make a closed container to protect evidence and keep it from falling out of the container. Once the evidence is folded into the paper, it can be sealed and marked appropriately. It is best not to package hairs, fibers, or biological evidence in plastic bags; plastic does not allow moisture within these materials to dissipate, thus increasing the chance of mold.

Impressions

C-31. Impressions can be left behind as two-dimensional or three-dimensional imprints. Two-dimensional impressions are typically left on flat, hard surfaces, while three-dimensional impressions are left in material that is softer and gives way under the weight or pressure of the object leaving the impression. Impressions can result from many actions and can include shoe prints, tire tracks, or toolmarks.

C-32. After locating the impression, and before processing, document the location and the condition of the item found. Include a location description in any sketches produced. Photograph the impression as found using midrange; closeup; and closeup, with scale, techniques. Two-dimensional impressions can sometimes be lifted by powdering and using fingerprint tape. If the impression is larger than the width of the tape, layer the tape a 1/4 inch or more over the impression. Place the lifted impression on a clean sheet of paper and then package for transport.

C-33. For three-dimensional impressions, collect the entire item containing the impression if possible. For example, a toolmark on a door frame can be collected by removing the damaged section of the door frame. Sometimes, the only way to collect a three-dimensional impression is by casting or photographing it. Photograph from various angles so that all characteristics of the impression, including those on vertical sides, can be seen. A flash may be required to obtain adequate detail in darkness or when shadows are a problem.

Biological Materials

C-34. All biological materials at crime scenes or incident sites should be treated as a biohazard and handled with great caution. Latex, nitrile, or other nonporous polymer gloves must be worn when recovering and packaging biological evidence. Personal protective equipment (eye protection, surgical masks, full-body protective covering) are recommended in addition to the gloves. All items of evidence should be carefully documented before collection, to include photographing the evidence at the original location. If sketches are produced, include the location of the evidence on the sketch.

C-35. When packaging clothing or other evidentiary items that have blood, urine, or other biological material on them, ensure that the items are dried and packaged separately. Each item should be packaged

separately in clean paper or cardboard packing material. Gloves should be changed after handling each item of evidence to avoid cross contamination. Also, collectors should avoid talking, coughing, or sneezing around or over unsealed evidence to avoid cross contamination.

C-36. Clean, sterile swabs or swatches can be used to collect blood or other fluid samples. Dried blood or other suspect stains can be moistened slightly with clean water and rubbed with a swab or swatch to gather the sample. Allow samples to air-dry before storing them in dry, breathable containers (paper or cardboard).

EVIDENCE CONTAMINATION

C-37. Evidence can be contaminated through contact with people (fingerprints, hairs, saliva, or other contaminants) or from cross contamination between items of evidence. Military police and USACIDC Soldiers must exercise care to avoid evidence contamination to the greatest extent possible. General measures for avoiding contamination of evidence include—

- Using personal protective equipment to reduce the risk of individuals causing contamination. Collect and handle items gently with gloved hands.
- Handling evidence where fingerprints are least likely to be (on corners, edges, rough surfaces).
- Practicing extreme care when using instruments to collect evidence (such as tweezers) to prevent possible destruction or alteration of the physical characteristics of the evidence.
- Avoiding writing directly on evidence when possible.
- Packaging items separately. The integrity of evidence must be maintained from the site to the laboratory; protect it from physical breakage, contamination, bacterial growth, and such. (See table C-1 for detailed evidence collection guidelines.) When packaging items—
 - Use appropriate containers (clean bags, boxes, envelopes, cans).
 - Use clean, folded paper or bags versus plastic bags for biological materials.
 - Ensure that improvised packaging is clean (so as not to contaminate the evidence). For example, using ammunition cans for guns or spent shell casings may transfer residue to the weapon. Using suitcases for clothing can cross contaminate DNA from hairs, fingernails, skin cells, or other contaminants.
 - Use a druggist fold of clean paper for small or trace items of evidence.

Table C-1. Evidence collection guidelines

<i>Item</i>	<i>Collection</i>	<i>Recommended Packaging</i>
Sharp glass, metal objects, and metal fragments	<ul style="list-style-type: none"> • Use tweezers to handle objects. • Be aware of possible fingerprints. • Collect glass on top of shoes, or clothing, or on the hair of a subject or victim. 	<ul style="list-style-type: none"> • Wrap items a paper product or other porous material to protect sharp edges, and place wrapped items in paper bags, and place bags in a rigid container.
Digital video discs and compact discs	<ul style="list-style-type: none"> • Photograph in place when possible and add them to any sketches made. • Pick up items on the edges to avoid disturbing latent evidence. 	<ul style="list-style-type: none"> • Wrap items in butcher paper, and then place them in a cardboard box. Do not allow tape to touch digital video discs or compact discs. Prop up the evidence so that only the edges are touching the sides of the box.

Table C-1. Evidence collection guidelines (continued)

<i>Item</i>	<i>Collection</i>	<i>Recommended Packaging</i>
Firearms	<ul style="list-style-type: none"> • Photograph weapons in place, when possible, and add items to any sketches made. • Render weapons safe by removing all ammunition and saving the ammunition as evidence (it may be useful for comparison analysis and may contain latent prints). • Handle firearms only on rough surfaces (to prevent damage to other latent evidence). • Record the manufacturer, model, and any serial numbers or other markings found. 	<ul style="list-style-type: none"> • Wrap weapons in paper, place them in a wooden box, and use zip ties to secure the box. For field expediency, wrap firearms in paper and protect them with cardboard. • Package ammunition similarly, but wrap it separately from the weapon.
Documents and drawings	<ul style="list-style-type: none"> • Photograph items in place, when possible, and add them to any sketches made. • Examine items for information on activity plans, personal contacts, handwriting samples, and other exploitable information. • Examine documents for fingerprints. Use care when handling (pick up documents along the edges to lessen the chance of disturbing latent evidence). • Seize paper pads that may contain indented writings. 	<ul style="list-style-type: none"> • Place items in a paper envelope or plastic bag and then in a cardboard box. For field expediency, any available dry, clean bag or box can be used.
Computers, laptops, digital cameras, and other electronic devices	<ul style="list-style-type: none"> • Photograph in place, when possible, add to any sketches made. • Disconnect power cords from the back of computers, but do not turn them off. • Remove the battery if a laptop does not power down. • Ensure that personal digital assistant devices and cell phones remain charged when possible. • Collect software (CDs, DVDs, memory cards) and other peripheral items. • Keep in mind that digital electronic items may have tracking capability that can allow them to be tracked by criminal or threat elements. These items should be transported to personnel trained in digital analysis as quickly as possible to expedite exploitation and to mitigate tracking threats. 	<ul style="list-style-type: none"> • Package items in butcher paper. Do not tape directly to the computer tower or laptop; only attach tape to the butcher paper. Place items in a cardboard box.
Digital video discs and compact discs	<ul style="list-style-type: none"> • Photograph in place when possible and add them to any sketches made. • Pick up items on the edges to avoid disturbing latent evidence. 	<ul style="list-style-type: none"> • Wrap items in butcher paper, and then place them in a cardboard box. Do not allow tape to touch digital video discs or compact discs. Prop up the evidence so that only the edges are touching the sides of the box.

Table C-1. Evidence collection guidelines (continued)

<i>Item</i>	<i>Collection</i>	<i>Recommended Packaging</i>
Chemicals	<ul style="list-style-type: none"> Do not collect chemicals unless they must absolutely be seized. Obtain safety guidance from trained chemical, biological, radiological, and nuclear or hazardous materials personnel. Photograph items in place, when possible, and add them to any sketches made. 	<ul style="list-style-type: none"> Never mix chemicals. Keep chemicals in original containers when possible. Always use trained personnel to retrieve and package chemical evidence.
Tobacco products and matches	<ul style="list-style-type: none"> Examine items for DNA, saliva, latent prints, lip gloss, or lipstick. Examine matches for fingerprints and other evidence that is recoverable in a laboratory. 	<ul style="list-style-type: none"> Place items in a clean envelope or a druggist fold, seal it, and place it in a metal container. Use a clean glass jar or metal container for field expediency.
Biological material (saliva, semen, water, urine)	<ul style="list-style-type: none"> Photograph items in place, when possible, and add them to any sketches made. 	<ul style="list-style-type: none"> Prepare a dry sample by moistening a cotton swab first. Prepare a moist or liquid sample by absorbing the substance onto a cotton swab. Dry samples in place inside a paper bag; or use clean paper, wrapped in another layer of clean paper.
Soils and minerals	<ul style="list-style-type: none"> Dig soil and mineral samples from an outside area. Collect at least one-half cup per sample. Examine carpet or other flooring, shovels and other tools, and various locations within a vehicle, to include the accelerator, clutch, trunk, and vehicle carpet for soil samples. 	<ul style="list-style-type: none"> Place the sample in a small vial, a jar, or a clean metal can. Use any clean glass jar or metal container for field expediency.
Tools	<ul style="list-style-type: none"> Photograph in place when possible and add them to any sketches made. 	<ul style="list-style-type: none"> Wrap individually in clean paper and place into a wooden box. Use any clean cardboard box for field expediency.
Toolmarks	<ul style="list-style-type: none"> Photograph when possible and add them to any sketches made. Collect the item, when possible, using the toolmark or remove the toolmark from larger items (this may require cutting or otherwise removing a portion of a structure (a door or window frame, fence, other marked object)). 	<ul style="list-style-type: none"> Cushion items with paper towels or cotton; place them in a cardboard box. Use any clean cardboard box for field expediency.
Building materials (insulation, wood, roofing materials, ceiling particles)	<ul style="list-style-type: none"> Collect samples of other material containing residue; gather as much of the damaged area or residue as possible. 	<ul style="list-style-type: none"> Package small trace evidence by putting it in a padded hard container or a druggist fold. Use clean toilet paper or paper towels, when necessary, as field expedient packaging materials. Wrap larger samples in clean paper, and place them in a clean cardboard box.

Table C-1. Evidence collection guidelines (continued)

<i>Item</i>	<i>Collection</i>	<i>Recommended Packaging</i>
Paint	<ul style="list-style-type: none"> • Ensure that wet paint is dry before collection; scrape or cut it from the surface. • Collect paint chips (about the size of a nickel) from the top layer of the original surface of the object painted. This may require cutting out the sample from the top all the way to the surface. • Collect a full layer (to include the top layer) through the surface if there is damage to a wall. 	<ul style="list-style-type: none"> • Collect chips in a druggist fold and then place in a larger envelope. • Collect dried paint by scraping it into a druggist fold or seizing the entire substrate.
Drugs and narcotics	<ul style="list-style-type: none"> • Photograph and sketch items in place. • Do not try to process clandestine drug laboratories as they may have extremely dangerous chemicals and booby traps. • Keep in mind that any site which contains large amounts of drugs or narcotics is likely to have additional items related to that activity, including currency, weapons, business logs and other written records, and computers containing associated digital records. 	<ul style="list-style-type: none"> • Ensure that pills are counted and placed in plastic or glass jars or pill boxes. Keep pill types separated. • Ensure that plant material (biological substances) is not put into plastic bags. Moisture within the material can cause mold if not packaged in breathable containers.
Wires, ropes, and cords	<ul style="list-style-type: none"> • Photograph in place when possible and add them to any sketches made. • Ensure that you always examine smooth (plastic) material for possible latent prints. • Examine woven materials (rough surfaces) for evidence (skin cells [do not touch with bare hands]). • Always consider the possibility of biological material on ropes, cords, or wires. • Do not untie knots. Cut away a section as far as possible from the knot. 	<ul style="list-style-type: none"> • Collect small pieces by placing them in a druggist fold and then double-wrapping it in a larger envelope. • Collect large sections by rolling them into wrapped paper and then placing them in an appropriately sized wooden box. For field expediency, any clean paper bag or cardboard box can be used.
Tape	<ul style="list-style-type: none"> • Photograph in place when possible and add them to any sketches made. • Place balls of tape on glass or hard plastic surfaces. • Place unraveled tape with the sticky side on glass or hard plastic to prevent smudging and smearing. 	<ul style="list-style-type: none"> • Place tape in a clean cardboard box to preserve the nonstick side.
Burnt paper	<ul style="list-style-type: none"> • Keep in mind that burnt paper is difficult to collect without destroying it. • Keep in mind that burnt paper sometimes simply turns black instead of disintegrating. • Examine whether evidence needs to be hand carried to a laboratory or storage site. 	<ul style="list-style-type: none"> • Place a piece of paper under the burnt paper. • Place paper in a padded box with toilet paper or paper towels.

Table C-1. Evidence collection guidelines (continued)

<i>Item</i>	<i>Collection</i>	<i>Recommended Packaging</i>
Postblast, CBRNE, and UXO sites	<ul style="list-style-type: none"> Do not touch UXO or hazardous materials. Immediately contact EOD, CBRN, or other specialized units that service such sites. 	NA
Legend: CBRN chemical, biological, radiological, and nuclear CBRNE chemical, biological, radiological, nuclear, and high-yield explosive CD compact disc DNA deoxyribonucleic acid DVD digital video disc EOD explosive ordnance disposal NA not applicable UXO unexploded ordnance		

Note. Areas containing, or suspected to contain, CBRNE should be secured and left for technical CBRN, EOD, or other experts to process. This includes unexploded ordnance or stockpiles of ammunition and explosives. Postblast sites also require specialized training and expertise to safely and effectively process. In contingency environments, command guidance, policy, and established procedures must be followed when determining the appropriate actions for these types of sites.

SEARCH METHODS

C-38. A variety of search methods can be employed at crime scenes and incident sites. The specific method used to process a particular site is based on the individual characteristics of the site, the time available to safely process the site, the skill level of the team, the tools and equipment available, and the importance of the evidence itself. The search method should be determined by the senior military police or USACIDC SA on site or the appropriate unit commander as appropriate. Search methods include—

- **Zone search.** A zone search is conducted by dividing the site or area to be searched into smaller manageable areas or zones. Searchers are then assigned specific zones to concentrate their search efforts. This method works well for searching buildings and individual rooms. Within each zone, a separate search method may be employed (such as a strip or quadrant method).
- **Circle or spiral search.** This method requires the searcher to start at the outside of the area or room and move in a slow circle search, gradually closing the radius to spiral the pattern inward. Care must be exercised to avoid the tendency to speed the search as the spiral tightens toward the center. To ensure thoroughness, the pattern should then be reversed to cover the same area from the opposite direction. This can be done by the same searcher, or another searcher can be employed.
- **Strip and line search.** This method is typically used for large areas (including outside sites). The area is divided into lanes or strips that can be searched by one person (1 to 2 meters in width). The search begins on an outer strip. After moving completely through each strip, the searcher moves to the adjacent strip and searches in the opposite direction. The pattern continues until the entire area is searched.
- **Line search.** This method is a variation of the strip and line search and is used when multiple searchers are available. The lanes or strips are set, and multiple searchers move down individual lanes simultaneously.
- **Grid search.** In this method two sets of lanes (similar to the strip and line method) are set at 90° angles to form a grid. The lanes are searched first in one direction; then the area is searched again by going over the same terrain at a 90° angle to the first search. The grid search is more time-consuming, but provides a greater degree of thoroughness and a higher likelihood that all available evidence will be found.

C-39. When searching rooms and buildings, searchers should not neglect wall hangings, remembering to search under and behind pictures or other items on the wall. Be watchful for false ceilings, false walls, false floorboards, storage areas, attic doors, and hidden compartments. Search under and behind furniture and appliances.

C-40. For vehicle searches the zone method works well. The vehicle is divided into segments or zones and methodically searched. All areas of the passenger interior and storage compartments should be searched to include pulling up corners of carpeted areas. Thoroughly search the trunk and engine compartment, looking under spare tires, behind padding, and inside storage compartments. On vehicles without molded bumpers, check behind bumper assemblies. The trunk, dash assembly, door panels, bumpers, and other areas should be checked for hidden compartments.

DOCUMENTATION

C-41. Proper documentation of the crime scene or incident site and all associated evidence can be critical to the value of the evidence during subsequent analysis and criminal prosecution. Documentation of the site helps provide context to the evidence, spatial references between evidence and other objects or features of the site, and the identification of specific physical aspects of the site itself. Following general documentation of the crime scene or incident site, more detailed documentation of specific evidence or other subelements of the site (individual rooms, courtyards, detached buildings, or other items) should be conducted. The crime scene or incident site is typically documented through—

- Notes.
- Photographs.
- Sketches.

Notes

C-42. Detailed notes should be taken while the site or crime scene is being documented to complement photographs and sketches and to document observations of the crime scene, the incident site, and associated personnel. Describe the general layout of the room or area and anything that is important to help you recall details later. Provide descriptions of individual items and their relation to each other and their environment. The note taker should also document behaviors, spontaneous statements by personnel at the crime scene, or other observations that may help investigators during follow-up investigations.

C-43. Notes taken will be used to support sketches and follow-on reports. The notes taken at the scene should complement or add clarifying detail to the content of sketches and photographs. Details from notes taken at the scene can also provide LE investigators and police intelligence analysts with details that help build an understanding of the specific incident or case.

Photographs

C-44. Photographs to document crime scenes and incident sites are generally broken down into general or overall site photographs, midrange photographs, and closeup photographs. Video documentation can also be used to document crime scenes.

C-45. An overall photograph of the area shows the general site condition. It is taken to portray a wide general view of the area being documented. It can also show the original position of large objects, bodies, or other evidence. Site photographs can be used to document efforts to hide evidence. Evidence markers can be useful for documenting specific items of evidence and can be used to cross-reference the photograph to other documentary evidence. Interior and exterior views of rooms, courtyards, or other areas should be taken.

C-46. Midrange photographs are taken to show the spatial relationship between an item and a fixed feature. Typically, the fixed feature used to show a spatial relationship with an item of evidence should be captured in an overall photograph taken previously. Several photographs from multiple vantage points may be required to fully document the spatial relationship of a target item to a fixed item. Multiple fixed items can also be referenced to establish spatial documentation.

C-47. A closeup photograph is typically taken as a follow-up to a midrange photograph. Multiple closeup photographs may be required to document the evidence—

- As it is found at the site. Photograph the evidence as it is found before movement; attempt to fill the frame when taking the photograph.
- With a fully labeled scale (ruler, coin, or other item of known and consistent size) on the same plane as the item. This provides a reference to establish a sense of the size of evidence.
- To show various views of the evidence.
- To show serial numbers, unique markings, alterations, and any damage.
- To provide a clean background with contrasting color. This provides a clearer image of the evidence without the background clutter associated with the environment in which it was found.

C-48. Video documentation can also be useful in documenting incident sites and evidence. The videographer should begin on the outside of an indoor site, with an overall pan of the outside area of the site. The videographer can then move inside (if interior scenes are being documented) or methodically around the site (for outside scenes). When approaching specific pieces of evidence, the videographer can zoom in to capture midrange and closeup images consistent with the photographic descriptions above. As with still closeups, an item to provide scale should be added to the closeup video documentation. If audio is recorded, the videographer can narrate the film as it is recorded to provide additional context. If the video is narrated, keep others from talking and minimize other distracting noises. If external noises cannot be minimized, consider muting the recording and not providing a narration.

Sketches

C-49. The sketch is typically drawn as an overhead view of the crime scene or incident site, depicting items of evidence, their orientation, and their position in relation to other items of evidence or fixed objects. The sketch is an accurate representation of the scene which is not done to a scale. Templates can be helpful when making sketches of crime scenes or incident sites; however, freehand sketches are required when templates are unavailable. Sketches are useful in portraying distances and spatial relationships between evidence and other features of the crime scene or incident site.

C-50. Sketches should include legends (depicting symbols used, cardinal direction, or other required points of clarification) and include the statement *not to scale* on the sketch. The sketch should also include the name of the sketcher, the date, and a description of the area or building depicted. The general sketch guidelines should include—

- Overall site sketches, used to—
 - Document the site.
 - Portray the entire site (buildings, outdoor areas, or other features).
 - Record only necessary measurements.
- Individual areas or rooms where evidence is found. This may include—
 - More detailed sketches of the entire site or crime scene.
 - Measurements to show the spatial relationship between each item of evidence and important fixed features of the room or area.
 - Separate sketches for each room, area, or subelement of the crime scene or incident site.

C-51. The depictions of measurements on sketches are important in documenting sites and accurately portraying the spatial relationships between objects. There are several methods that can be used to accurately document a crime scene or incident site on a sketch. These methods include the—

- **Triangulation method.** This method includes—
 - Finding two fixed reference points in the site close to the evidence.
 - Measuring from each fixed point to the center of the evidence.
 - Measuring both ends of the evidence when dealing with long objects (baseball bats, rifles).

- **Baseline method.** This method includes—
 - Using a reference line (a wall [or a line fixed with stakes and known distance from landmarks if outside]).
 - Using two measurements. Make one measurement from the end of the baseline to the center of the evidence; make one perpendicular measurement from the baseline to the center of the evidence.
- **Rectangular method.** This method is used in rectangular, enclosed areas (such as rooms) and includes—
 - Measuring 90° from the adjoining walls to the center of the evidence to get two measurements.
 - Ensuring that the measuring device stays level (not angled vertically or horizontally) to ensure an accurate measurement.

SAFETY CONSIDERATIONS

C-52. Crime scenes and incident sites can include significant hazards for LE personnel, other Soldiers, and the general public. Military police and USACIDC personnel must be aware of, and take appropriate action to mitigate, the risks associated with crime scenes and incident sites. Some of the more common hazards include—

- **Biological hazards.** Using personal protective equipment can significantly reduce the hazards associated with biological or chemical contaminants (chances of infection, exposure to harmful chemicals, and cross contamination of evidence). All biological materials (including blood, semen, urine, saliva, or other bodily fluids) should be assumed to be contaminated. Care should be taken with any chemicals until they can be identified and appropriate safety measures can be determined. There are several precautions that can be taken to ensure that personnel working in the vicinity of a crime scene or incident site are safe. Precautions against infection by contact with biological material can include—
 - Clean latex, nitrile, or other nonporous polymer gloves for protection of the individual and the evidence. Leather, cotton, or other natural or synthetic work gloves typically used for normal operations should not be used as a substitute for latex gloves unless there is absolutely no alternative. If these gloves are used out of necessity, they should be discarded appropriately to avoid any further contamination. Change gloves often, particularly when moving from one type of evidence collection and/or to another area/room. Double-gloving can offer an additional layer of protection.
 - Surgical face masks to help protect from airborne biological materials.
 - Disposable shoe coverings where blood and other biological substances exist to lessen the potential of tracking these materials to clean areas and to prevent the introduction of contaminants into the site.
 - Full body overgarments with hoods may be used to provide protection, along with shoe coverings, a surgical-type mask, and gloves.
 - Self-sealing envelopes should be used to store biological material, never lick and envelope to seal it; this can be a safety and a contamination hazard.

Note. Remove personal protective equipment when leaving the immediate site, and put on new personal protective equipment when reentering. All personal protective equipment should be removed from the site in a large plastic bag. Consult the medical staff for disposal advice.

- **Chemical hazards.** Chemical hazards can cause immediate incapacitation or death if appropriate safety precautions are not taken. Unless absolutely necessary, the area should be controlled so that no one enters the contaminated area until CBRN or other qualified hazardous materials personnel can determine the appropriate measures to be taken. Always take maximum precautions until the chemical hazard can be identified and appropriate safety measures can be employed. If dangerous chemicals are present, personnel entering the contaminated area should be limited to those absolutely required to enter; typically, this will be CBRN or hazardous materials personnel. Common routes of exposure are inhalation; ingestion; and skin, eye, and mucous membrane contact. Precautions should be taken to protect all parts of your body. Precautions against contamination by chemical materials can include the use of—
 - **Protective masks.** Military-issued protective masks will protect against inhalation hazards from most chemicals. CBRN or hazardous materials personnel can advise if additional protective equipment is necessary.
 - **Chemical suits.** LE personnel should have access to chemical protective suits (military issue or commercial) that can provide some minimal protection against chemical hazards. These suits are not typically sufficient for direct contact or in areas of high concentrations of dangerous chemicals.
 - **Perimeters.** Military police and USACIDC personnel should establish an immediate protective perimeter around areas of suspected chemical contamination. The minimum safe distance is based on the type of material and other environmental considerations, but should initially be established at a minimum of 50 meters from the source. Personnel should be kept outside the 50-meter perimeter and upwind of the source of the contaminant to the greatest extent possible. The perimeter may require expansion based on direction from hazardous materials personnel.
 - **Ventilation.** Interior spaces may be ventilated, if necessary, to dissipate vapor hazards.
- **Sharp items.** Be especially careful handling and packaging syringes, knives, razor blades, or other sharp objects. Use specialized sharps containers if possible. Otherwise, wrap sharp items in a paper product or other porous material to protect sharp edges.
- **Booby traps and unexploded ordnance.** Unfortunately, the presence of booby traps and unexploded ordnance is a viable threat and hazard when performing L&O operations at posts, camps, and stations and in contingency environments. Military police and USACIDC personnel should always incorporate the technical capabilities of engineers, EOD, and other technical support when available. Unexploded ordnance is a common hazard on military installations, in training areas, and in AOs where contingency operations are conducted. Booby traps are employed routinely by threat elements overseas, but are also used by criminal elements at home to protect assets (drug operations, caches).
 - Always follow SOPs when working in locations where the site or items may be booby-trapped. This includes buildings, caches, bodies, valuables, equipment, and other items left in the open.
 - Be mindful of the potential presence of unexploded devices while working the site.
 - Do not touch or move the device (unexploded ordnance) contact EOD immediately.
- **Firearms.** Always clear confiscated firearms upon seizure. Never ship or transport a loaded firearm that has been collected as evidence.
- **Other dangerous conditions.** Military police and USACIDC Soldiers should be aware of other potential challenges to troop and public safety and act accordingly. These challenges can include foul weather, chemicals, structural defects, unsafe air, and other hazards.

Appendix D

Customs and Border Control

Military police conduct customs operations in support of deployment and redeployment requirements for entry into an HN and reentry into the United States, respectively. U.S. forces must meet the specific customs requirements of the country to which they will deploy before entry and, consequently, must meet the requirements established by Customs and Border Protection and the U.S. Department of Agriculture for reentry into the United States. Military police elements also conduct support to customs and border control during contingency operations through customs enforcement, physical security, and LE capabilities at border access points.

OPERATIONS

D-1. Meeting Customs and Border Protection and U.S. Department of Agriculture standards is the obligation of each individual and commander. Historically, military police conduct and authenticate customs preclearances under the supervision of the Customs and Border Protection and the U.S. Department of Agriculture. Military police customs personnel are trained to conduct customs inspections and to clean and disinfect vehicles, equipment, and personal baggage.

D-2. There are two types of military customs inspectors that support military operations:

- **Military customs inspector-excepted.** These customs inspectors conduct routine customs inspections under the supervision and training of the Customs and Border Protection and U.S. Department of Agriculture. They may be civilians who are trained in that capacity. Training may occur within the United States or in foreign locations, depending on the immediate need and the availability of resources to support the training location.
- **Customs inspector is the customs/border clearance agent.** These inspectors are the most prevalent customs capacity filled by Army military police. They provide customs support to redeploying units who request preclearance operations. DOD 4500.9-R addresses these inspectors in detail.

D-3. Customs inspectors are the first line of defense against the introduction of foreign plant and animal pests and diseases into the United States and help prevent contraband from entering the country. Their mission involves eliminating restricted and prohibited items (agricultural pests, environmental hazards, controlled substances, contraband) from traveling into the United States while under DOD control or contract.

D-4. Military police customs personnel are trained to inspect for prohibited items and enforce the requirements. They inspect and examine all DOD cargo, equipment, aircraft, vehicles, and personal baggage leaving from locations outside the United States en route to U.S. points of entry. The inspectors ensure that returning military equipment conforms to U.S. Department of Agriculture standards and that gear returning with personnel serving abroad complies with U.S. Customs and Border Protection laws for reentry into the United States. U.S. Army customs inspectors have jurisdiction over all customs and operational washdown sites in their AO. During the increased deployment of U.S. forces, additional forces may be required to perform the customs mission in support of the Customs and Border Protection and U.S. Department of Agriculture. Military police can provide training for non-LE Soldiers to perform duties as customs inspectors to support the combatant commander's rotation of forces in and out of theater when authorized by Customs and Border Protection and the U.S. Department of Agriculture.

D-5. Concurrent with customs jurisdiction is the responsibility of military police elements to advise and provide training to units identified for movement. Advice includes broad, general customs information to specific information (such as washdown operational suggestions and requirements). Military customs

inspectors establish administrative procedures for the review and final inspection of vehicles by the U.S. Department of Agriculture at the point of entry. They appropriately mark each vehicle cleaned and inspected and maintain a log to track the number, owning units, and disposition of the vehicles.

D-6. Military police have the capability of providing trained and certified military customs team support when required to enforce U.S. Customs and Border Protection laws and regulations. A military police customs element is comprised of a five-person team of military police that is organized to train and supervise members of other nonmilitary police units (multinational forces, contractors) to perform customs inspections at a seaport of debarkation or aerial port of debarkation. Military police customs elements, along with these trained personnel, conduct customs operations. A military police customs element consists of a—

- Senior military customs inspection supervisor to coordinate logistical support, operational integration, staff planning, and coordination for customs team operations. The senior military customs inspection supervisor provides technical supervision for customs team operations.
- Senior military customs inspection team (composed of four trained military police customs personnel) to augment U.S. Customs and Border Protection or U.S. Department of Agriculture personnel in conducting customs training and performing customs operations in support of units and personnel redeploying to the United States or its territories. Customs teams may also provide technical expertise and support for border operations to enforce restrictions on contraband or other regulated items.

MILITARY POLICE SUPPORT

D-7. Military police may be required to support border entry control points or to patrol specified international border areas in support of U.S. military border control operations. This operation can be conducted in support of efforts to control the borders by U.S. military forces during contingency operations, in support of HN border control organizations as border operations transition to HN control, or in support of a stable HN government and associated border control organizations (see FM 3-07 for additional information regarding border control operations). Border control operations are conducted for many reasons, including—

- Maintaining security at border crossing sites and along national boundaries.
- Controlling movement of the local population (on both sides of the border).
- Limiting the smuggling of contraband.
- Controlling the spread of disease vectors through applicable quarantine measures.
- Enforcing tariff requirements to protect the economy.

D-8. Military police provide relevant capabilities to enhance border operations. Military police units are trained in access control and physical security measures that can enhance border checkpoint operations. Military police, Customs and Border Protection, or U.S. Department of Agriculture personnel can use their experience supporting HN customs requirements at entry points and other checkpoints as required. MWD provide the capability to detect contraband being smuggled across state boundaries. Military police units can provide LE expertise and work closely with HN border personnel to provide training and assistance until the HN is capable of assuming full authority. Military police border control operations include the—

- Integration of border control and customs efforts.
- Enforcement of regulations and restrictions on the movement of personnel, vehicles, material, and goods.
- Cooperative efforts with adjacent border agencies.
- Detection and apprehension of—
 - Illegal trafficking across borders.
 - Criminals, including localized and organized criminal activities.
 - Movement of irregular forces, including terrorist activities and movements.
 - Enemy infiltrators.
 - Other threats to the HN and persons of intelligence interest.

UNSTABLE ENVIRONMENTS AND TRANSITIONING HOST NATION CUSTOMS AND BORDER CONTROL OPERATIONS

D-9. Effective border control is a central component of civil security. Generally, border and naval or coast guard forces secure national boundaries while customs officials regulate the movement of people, animals, goods, and other resources flowing across national borders at border crossing sites (including illegal crossing sites used to bypass border control enforcement measures). Most countries take significant efforts to control the movement of personnel and resources at their borders.

D-10. In contingency environments following a significant conflict or major man-made or natural disaster, the U.S. military and its multinational partners may be required to establish border control operations until an HN capability and capacity can be developed. As border capabilities are increased within the HN, the U.S. military will assume a training and mentorship role as the HN transitions to full control of their national borders.

D-11. Control is maintained through the establishment of authorized road or rail crossing points, patrols of designated border areas and entry control points; and liaison agreements with authorities of neighboring countries. Prohibited or restricted zones are often used to help control movement at borders. While military police can perform border patrol operations on a limited basis, the mission is typically conducted by maneuver units in contingency operations and by specially trained HN border patrol assets when the HN is capable of patrolling its own borders. Military police elements are typically employed in support of border control operations at established border crossing sites and entry control points.

D-12. Border control operations are paramount during contingency operations to prevent adversaries from moving weapons, supplies, and personnel across borders to attack or disrupt friendly forces. When conducting border control, military police should coordinate with HN police, counterintelligence units, and civil affairs units concerning the populace and resources control aspects of the mission. They should watch for individuals or items that may be involved in criminal and customs offenses. Military police can also establish the identity and purpose of U.S. military members crossing borders and can examine their vehicles and travel documents when directed.

STABLE HOST NATION CUSTOMS AND BORDER CONTROL OPERATIONS

D-13. Military police in HNs may be tasked to enforce customs laws and regulations in support of local government officials. The U.S. military enforcement of customs laws in countries where U.S. forces are stationed is often part of agreements like the North Atlantic Treaty Organization status-of-forces agreement between the United States and the HN. Under such agreements, military police enforce the customs laws of the host country with respect to U.S. forces personnel and their dependents. Military police assist the HN and—

- Prevent the illegal sale or transfer into the local economy of U.S. forces' goods entering the country free of customs duties and taxes.
- Authenticate and issue customs import documents to members of the U.S. forces for importation of personal property (except hold baggage or household goods entering as official consignments of the U.S. forces).
- Issue permits to transfer customs or duty-free personal property to nonmembers of U.S. forces.
- Verify the status of retired U.S. forces personnel residing in the country so that these personnel, who are not members of the U.S. forces as defined in the status-of-forces agreement, may apply to the host country customs authority for customs certificates. These certificates entitle them to purchase items in commissaries and post exchanges without payment of import duties or taxes.
- Work with HN border police and customs agents to prevent import and export violations by members of U.S. forces.

D-14. At overseas airports, military police customs personnel may be tasked to provide customs control. They can perform antihijack inspections for all outbound military and civilian personnel, family members, and accompanying baggage pending departure on air mobility command charter aircraft. They may also be tasked to prevent contraband, unauthorized weapons, and illegal narcotics from being introduced into the United States or the HN.

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Appendix E

Law Enforcement Patrol and Manpower Requirements

When conducting L&O operations, military police and PM staffs must analyze their AO, considering many factors to determine requirements for conducting L&O operations. In some environments, staffs may have a large amount of historical data that can be used to determine LE patrol and manpower requirements. Some environments may be such that little to no historical data relevant to crime and police operations is available for staff planning. The relative amount of data available is a primary factor in determining what methods are used to determine LE patrol and manpower requirements. This appendix provides methods for calculating LE patrol and manpower requirements. The methods provided can be accomplished manually or by incorporating the formulas into most spreadsheet or database programs.

PATROL ALLOCATION PLANNING

E-1. There are numerous computer-based software applications that can be used to aid LE agencies in determining the appropriate allocation of LE assets within a given AO or jurisdiction. GIS software can be extremely useful to the military police or PM staff to overlay crime or incident data on a digital map of the AO. The software can also allow a wide range of other applicable data to be overlaid, including demographic data, industrial hazard areas, sensitive assets, key traffic routes and congestion points, and existing patrol and police station operational boundaries. Commercial software applications can be purchased that employ algorithms to historical police data, resulting in statistical outputs that include peak activity times, LE patrol workload and activity, response times, and response delay factors. These programs can also provide recommendations regarding LE asset allocation.

BASED ON HISTORICAL REQUIREMENTS

E-2. The following method for determining patrol and manpower requirements was developed by the staff at USAMPS. It is a simplified method for determining LE patrol allocation requirements that can be done by hand or input into basic spreadsheet or database software. It can also be used in coordination with other database and GIS applications used by PM or military police staffs. It is relatively straightforward and can be manipulated by the staff to fit the specific OE. This method requires at least a year of historical data for the AO considered.

E-3. The following planning factors and variables typically affect LE patrol requirements unique to each LE organization and the AO. Planners should consider—

- The AO covered by LE elements.
- The patrol employment related to time (shift configuration).
- The number of hours that patrol is required.
- The base patrol requirements, using variables that are specific to the AO and the organization and that are based on historical data.
- The number of hours that personnel are available for patrol duties.
- The configurations of individual LE patrols.

Area of Operations

E-4. Before patrol and manpower requirements can be calculated, the AO in which L&O operations will be conducted must be identified. In many cases, the AO is defined as the post, camp, station or forward-deployed base of operation where L&O operations are required. In some cases (such as support of

civil control efforts or support to HN police), the AO may be a subset of a larger area (such as the area covered by a single police station within a larger police jurisdiction). Chapter 2 outlined staff considerations for determining patrol areas that are relevant to identifying boundaries for AOs as subsets of larger coverage areas.

EMPLOYMENT CONFIGURATION AND PATROL HOURS

E-5. Once the AO is identified, the staff and military police commander or PM must determine what shift configuration will be employed. L&O operations are, by nature, required to be conducted 24 hours per day, 7 days per week. The LE organization must determine what shift configuration is to be implemented (per 24-hour period) and what times during the day that each shift will be on duty. There are many options for shift configurations, including—

- Two 12-hour shifts.
- Three 8-hour shifts.
- Three 8-hour shifts; plus one overlap shift (four total shifts per 24 hours).

E-6. When the shift configuration is established, the military police or PM staff can calculate the total number of hours for each shift per year. This can be calculated by multiplying the number of hours per shift times the number of days per year.

Example. For an 8-hour shift—

$$365 \times 8 = 2,920 \text{ total hours per year}$$

where—

365 = days per year

8 = hours per shift

Base Patrol Requirement

E-7. The military police or PM staff must calculate the base patrol requirement based on historical data. The base patrol requirement is the number of LE patrol elements required per shift. The patrol is a singular LE element that can respond or react to an incident; this does not necessarily equate directly to personnel. The base patrol requirement can be calculated by using workload related variables, to include the—

- **Number of incidents in the target area.** This refers to the number of calls for service or other incidents requiring an LE patrol to be dispatched to the scene. This variable is based on historical average for the shift being analyzed. Care must be taken to ensure that data is only counted for locations within the designated AO for the shift in question. The data should depict the type of incident or offense, the time and day of the incident or offense (or time of report), and the exact location of the incident or offense. This allows staff and police intelligence analysts to accurately map the data within the target area. Data for at least 1 year should be used; a longer period will provide greater statistical validity.
- **Average time required per call.** The average duration from the time of dispatch to the time the LE patrol departs the scene should be computed. Data for at least 1 year should be used; a longer period will provide greater statistical validity.
- **Buffer time factor.** The buffer time refers to the average time spent on activities per shift, making unavailable for dispatch to incoming calls for service or incidents. These activities can include officer-initiated contacts (a traffic stop or response to an observed suspicious activity, inspection, public service or police engagement activity). For example, if the average LE patrol spends an equal amount of duty time on buffer time activities compared to responses to calls or incidents, the buffer time factor would be 2. If LE patrols spend half the amount of duty time on buffer time activities compared to responses to calls or incidents, the buffer time factor would be 1.5. The buffer time will typically be larger for LE elements who are conducting community policing or other patrol strategies that require a higher degree of direct police engagement by LE patrol elements and the community.

E-8. The base patrol requirement for a shift can be calculated by multiplying the number of incidents in the target area times the average time required per call for a service or incident, times the buffer time factor, and then dividing the result by the number of hours required per year to obtain the base patrol requirement per shift. For example—

$$9,125 \times 0.75 \times 2 = 13,687.5, \text{ rounded up to } 13,688 \text{ patrol hours (base requirement)}$$

where—

9,125 = average number of incidents or patrol requirements per year for a given shift

0.75 hours = average time required per call

2 hours = buffer time factor

$$13,688 \div 2,920 = 4.68 \text{ rounded up to } 5 \text{ patrols}$$

where—

13,688 = patrol hours

2,920 = hours per shift

E-9. Five patrols (according to the equation above) is the minimum number of base patrols required per shift. The requirements for different shifts will be different based on call volume, traffic patterns, and other factors. For example, shifts spanning the evening and early morning hours historically have a much higher call volume than other shifts. In these cases, the requirements for each shift should be calculated separately.

E-10. These calculations do not include supervisory patrol requirements. To calculate supervisory patrol requirements, multiply the span of control ratio times the minimum base patrol requirement per shift.

Example. If the desired span of control is one supervisory patrol for every five base patrols (1:5)—

$$5 \div 5 = 1 \text{ (minimum) supervisory patrol per shift}$$

where—

5 = base patrol requirements

5 = desired span of control for one supervisory patrol

Example. If the base patrol requirement is eight and the desired span of control one supervisory patrol for every three base patrols—

$$8 \div 3 = 2.6 \text{ rounded up to } 3 \text{ (minimum) supervisory patrols}$$

where—

8 = base control requirements

3 = desired span of control for one supervisory patrol

Personnel Availability

E-11. The staff must also determine an estimate of available time for LE personnel by identifying variables that reduce personnel availability (see table E-1, page E-4). Variables may be added or removed from the list based on the characteristics of the individual organization and mission. Variables may include—

- Vacation or leave.
- Days off.
- Time off for medical reasons.
- Training.
- Case or report preparation.
- Court appearance.
- Counseling time.

Table E-1. Planning factors to determine time unavailable for patrol duties

<i>Planning Variable</i>	<i>Planning Factor</i>	<i>Constant</i>	<i>Hours</i>
Vacation or leave	14 days (average days of vacation or leave per Army LE personnel)	8 hours per day	112 hours
Days off	104 days (based on 5 days on, 2 days off) (52 weeks per year x 2 days off per week)	8 hours per day	832 hours
Time off for medical reasons	7 days (average days off per person for medical reasons)	8 hours per day	56 hours
Training	5 days (average required annual or recertification training)	8 hours per day	40 hours
Case or report preparation	9 days (average cumulative time for case and report preparation)	8 hours per day	72 hours
Court appearance	2 days (average cumulative time required for court appearances)	8 hours per day	16 hours
Counseling time	2.25 days (1.5 hours per month)	12 months	18 hours
Total hours unavailable for patrol duties per year			1,146 hours

E-12. By adding the results of all these variable calculations, an estimate of the total hours unavailable (1,146 hours per year) can be determined for each individual LE officer. With this factor and the total number of hours per year for the identified shift, the following calculations can be made:

- **Hours available for patrol duties.** The following formula is used to calculate the hours available for patrol duties:

$$\begin{aligned} & \text{hours required per shift per year} - \text{hours unavailable per year} \\ & = \text{hours available for patrol duty} \end{aligned}$$

Example.

$$2,920 - 1,146 = 1,774 \text{ hours available for patrol duty}$$

where—

2,920 = hours required per shift per year

1,146 = hours unavailable per year

- **Relief factor.** The relief factor is the number of personnel required to meet one man-year requirement. The relief factor is used to determine the number of LE personnel required to meet base patrol requirements factoring in variables for personnel unavailability. The following formula is used to calculate the relief factor:

$$\begin{aligned} & \text{number of hours required per year} \div \text{number of hours available per year} \\ & = \text{the relief factor} \end{aligned}$$

Example.

$$2,920 \div 1,774 = 1.6 \text{ personnel}$$

where—

2,920 = hours per year

1,774 = hours available per year

E-13. The preceding calculations are applied to each shift, using historical data for the specific time periods associated with each respective shift. The shift requirements are then compiled to determine the daily patrol requirements.

Individual Law Enforcement Patrols

E-14. The staff and military police commander or PM must determine the configuration of individual patrol elements to facilitate the calculation of manpower requirements. The LE patrol may be configured as a single or multiple-person patrol. The determination is made based on the OE, existing and potential threat, and relative experience of the individual LE personnel. In support of posts, camps, and stations, more experienced LE personnel may be assigned to single-person patrols. Single-person patrols may also be employed for less experienced LE personnel in relatively benign environments, especially when sufficient supervisory leadership is available to assist and mentor less experienced personnel. During shifts where the probability of calls that are volatile nature is high or in areas where the threat may be higher, two-person patrols may be appropriate. In expeditionary environments supporting stability operations, the threat level may be such that full three-person military police teams and military police squads may be required to serve as a patrol element.

E-15. The military police or PM staff determines the optimum configuration for all shifts based on the considerations discussed. This allows the staff to determine the overall daily manpower requirement. Table E-2 shows an example of an LE patrol configuration plan.

Table E-2. LE patrol configurations and associated personnel requirements

Shift	Configuration	Base LE Patrol Personnel per Day	Supervisory LE Patrol Personnel per Day
A (0800–1600) Base LE patrol	Five patrols; one person per patrol element.	5	1 total personnel required
A (0800–1600) Supervisory LE patrol	One supervisory patrol; one person per patrol element.		
B (1600–1200) Base LE patrol	Five patrols; two personnel per patrol element.	10	1 total personnel required
B (1600–1200) Supervisory LE patrol	One supervisory patrol; one person per patrol element.		
C (1200–0800) Base LE patrol	Five patrols; one person per patrol element.	5	1 total personnel required
C (1200–0800) Supervisory LE patrol	One supervisory patrol; one person per patrol element.		
D (2000–0300) Base LE patrol	Three patrols; two personnel per patrol element.	6	1 total personnel required
D (2000–0300) Supervisory LE patrol	One supervisory patrol; one person per patrol element.		
Subtotals		26	4
Total daily personnel requirement for LE patrols		30 personnel	
Legend:			
LE	law enforcement		

E-16. As discussed earlier, there are many variables that may make personnel unavailable for LE patrol duties. The relief factor calculated in paragraph E-12 is applied to the daily personnel requirement for base LE patrols to determine the number of personnel required for sustained operations. Multiply the required base patrol personnel times the relief factor of 1.6 to get the base patrol personnel requirement necessary for sustained operations. The same relief factor must be applied to the requirement for supervisory LE patrols (see table E-3).

Table E-3. Relief factor to determine personnel requirements for sustained operations

<i>Element</i>	<i>Daily Personnel Requirement</i>	<i>Relief Factor</i>	<i>Total Requirement per Day by Patrol Type</i>
Base LE patrol personnel	26	26 x 1.6	41.6, rounded up to 42 personnel
Supervisory LE patrol personnel	4	4 x 1.6	6.4, rounded up to 7 personnel
Total daily personnel requirement necessary for sustained operations			49 personnel

BASED ON COMPARATIVE DATA

E-17. Running estimates for police requirements based on comparative data between the target AO (AO requiring L&O support) and similar AOs where LE operations are established can be useful when historical data is inadequate or unavailable. A lack of crime statistics, historical police activity data, and other factors make the use of many allocation metrics impossible. Expeditionary environments where police infrastructure and records are nonexistent or have been destroyed are examples of when comparative data analysis may be necessary. In these cases, initial running estimates based on comparisons between the target AO and similar AOs may be the only realistic method available to produce planning estimates for LE patrol and manpower requirements.

E-18. For planning purposes, a target police-to-population ratio can be calculated based on analyses of similar policing systems. Population ratios should be based on individual urban areas within the larger AO. Each of these urban centers may require different police officer densities based on the overall population, population density, and other factors (including threat and area geography). Typically, the more dense the population, the greater the police-to-population ratio requirement. Table E-4 provides examples of police densities for five major U.S. cities.

Table E-4. Population and police densities for major U.S. cities

<i>City</i>	<i>Population</i>	<i>Population Density</i>	<i>Total Police Officers</i>	<i>Ratio of Police Officers to Square Miles of Patrol Area</i>	<i>Ratio of Police Officers to Population</i>
New York City	8,008,278	25,925 persons per square mile	39,110	127 officers per square mile	1 officer per 205 residents
Chicago	2,896,016	12,746 persons per square mile	13,423	59 officers per square mile	1 officer per 218 residents
Philadelphia	1,517,510	11,232 persons per square mile	6,728	50 officers per square mile	1 officer per 218 residents
Boston	589,141	12,172 persons per square mile	2,044	42 officers per square mile	1 officer per 297 residents
Los Angeles	3,600,000	7,915 persons per square mile	9,195	20 officers per square mile	1 officer per 431 residents
Data extracted from "Boots on the Ground: Troop Density in Contingency Operations," Global War on Terrorism Occasional Paper 16, Combat Studies Institute Press, Fort Leavenworth, Kansas. McGrath, John J.					

E-19. After major urban areas are calculated and requirements are established, rural areas can be determined. Typically, police density in rural areas is more closely tied to communication capabilities and response times. Once individual police-to-population densities are calculated, actual police requirements can be determined and overall averages for the AO can be determined.

E-20. The police-to-population ratio template enables the staff to determine the total number of required police officers for each policing area (city, county, or other jurisdiction) based on the estimated population. For example, if the target police-to-population ratio is 5 police per 1,000 people, a policing area with 700,000 residents would require approximately 3,500 policing personnel. The 3,500-personnel police force can then be divided into individual police stations. The span of control must be considered when dividing individual police station areas and manpower allocations. For planning purposes, 200 police officers per station represent a medium-size police force.

E-21. The number of required police stations will determine the police hierarchy required to exercise mission command over the individual stations and police elements. Police organizations will typically be organized with an overall headquarters element. The size of the organization will determine if interim management levels are required or if individual police station commanders report directly to the headquarters element. In extremely large organizations, the district headquarters may be assigned a share of the police stations and act as a midlevel management element. These midlevel elements provide mission command for their assigned police stations and report to the police headquarters element, thus establishing the organizational span of control at a more manageable level. Extremely small organizations (such as those organized to provide LE and policing support to rural or small towns) may integrate the headquarters element into a single police station that supports the entire AO.

MANPOWER REQUIREMENTS FOR SPECIFIC MISSIONS

E-22. A formula can be used to calculate the number of personnel required to fulfill a given mission requirement, while allowing for a specific work schedule. This manpower requirements calculation allows military police staff, commanders, and PMs to identify the required amount of personnel needed to meet a specific mission requirement. This formula is best used for very specific missions; it is not a good application for determining long-term sustained mission requirements. The formula can be used as a stand-alone calculation or, when properly input into most standard computer spreadsheet applications, calculated automatically. This formula is used when—

- A daily manpower or mission requirement is known.
- The desired work schedule is known (for example, 5 days on and 2 days off).
- The total number of personnel required to meet the given mission is unknown.

Note. In the case of a fractional number, the results are always rounded up. This provides the minimum number of personnel required for the stated commitment.

E-23. The formula is—

$$\text{daily commitment} \times \text{number of days scheduled} \div \text{actual number of days worked} \\ = \text{personnel requirement}$$

Example 1. 5 days on, 2 days off

$$100 \times 7 \div 5 = 140 \text{ personnel requirement}$$

where—

100 = positions (for 140 personnel)

7 = total number of days on the schedule

5 = actual days worked

Example 2. 6 days on, 3 days off

$$100 \times 9 \div 6 = 150 \text{ personnel requirement}$$

where—

100 = positions (for 140 personnel)
9 = total number of days on the schedule
6 = actual days worked

E-24. For long-term planning and to account for emergencies, training, leave, injury, unexpected illness, or other personnel absences, a 10 percent increase is typically added to the personnel requirement.

Example.

$$150 \times 0.1 = 15$$
$$150 + 15 = 165 \text{ personnel requirement}$$

where—

150 = initial personnel requirement

MANPOWER CAPABILITY AND CONSTRAINTS

E-25. Many times, the mission must be accomplished with the personnel available. In these instances, the capability of the unit must be calculated to provide leaders and staff with the actual manpower capability of the unit. This provides the staff with available personnel resources to accomplish the stated mission and enables informed planning, recommendations, and decisionmaking regarding the prioritization of tasks for the available force. The manpower capability calculation allows military police staff, commanders, and PMs to identify the specific mission capabilities (or constraints) given a specified number of available personnel. It is best applied to very specific missions; it is not a good application for determining long-term sustained mission requirements or constraints.

E-26. Like the manpower requirements formula, the manpower capability formula can be used as a stand-alone calculation or as input into a computer spreadsheet application to perform calculations automatically. This formula is used when—

- The total number of available personnel is known.
- The desired work schedule is known (for example, 5 days on and 2 days off).
- A daily manpower capability is unknown.

E-27. When calculating manpower capability, use the following formula:

$$\text{available personnel} \times \text{days worked} \div \text{total days on the schedule} \\ = \text{total daily manpower capability}$$

Note. For manpower capability calculations, the results must be rounded down.

Example 1. 6 days on, 3 days off

$$100 \times 6 \div 9 = 66.67 \text{ rounded down to 66 personnel available for a 24-hour period}$$

where—

100 = available personnel strength

6=days on

9=days in schedule

Example 2. 5 days on, 2 days off

$$100 \times 5 \div 7 = 71.43 \text{ rounded down to 71 personnel available for a 24-hour period}$$

where—

100 = available personnel strength

5=days on

7=days in schedule

E-28. The formulas above do not account for emergencies, training, leave, injury, unexpected illness, or other personnel absences. A reduction of 10 percent must typically be applied for long-term planning.

Example.

$$71 \times .10 = 7.1$$

$71 - 7.1 = 63.9$ rounded down to 63 personnel available for a 24-hour period
where—

$71 =$ initial number of personnel available

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Appendix F

Crime Prevention

Crime prevention is a critical element in an overall L&O strategy. It includes LE, physical security, and crime prevention measures. All three measures are mutually supporting. Military police support the commander's crime prevention and protection efforts through a wide range of activities. This appendix provides guidance on planning and implementing crime prevention programs and measures that support posts, camps, and stations and also support mature bases during contingency operations overseas. It provides information on crime and criminal analysis to identify crimes, crime prevention surveys, command and individual countermeasures, and program evaluation procedures.

PROGRAMS

F-1. Crime prevention is one program that can have a major impact on crime rates at posts, camps, and stations, with a relatively minor cost in dollars and manpower. It takes less effort to discourage a criminal from perpetrating a crime or to teach a Soldier to avoid becoming a victim than it does to investigate a crime and identify, prosecute, and punish an offender. In addition, a proactive approach to LE can help maintain the high quality of service life that can improve the retention of first-term Soldiers.

F-2. The Army is a large organization that performs a variety of activities in many different environments. Crimes that are major problems in one AO may be totally absent from others. For example, military posts, camps, and stations and mature bases supporting contingency environments may have a significant number of larcenies, while most depots have none. Because of this, any rigid, centrally controlled program—no matter how carefully thought out—is bound to be inappropriate in some locations. Therefore, DA has elected to provide only the most general guidance and to allow commanders to develop crime prevention programs that address their local problems and enhance their overall protection posture.

F-3. While military police use crime prevention measures as an integral part of their L&O activities, crime prevention must always be recognized as a commander's program rather than as a military police program. Military police personnel have the expertise to analyze data, identify major problems, and develop lists of possible countermeasures. They perform these functions in support of a crime prevention council or working group, typically appointed by the post, camp, station, or mission commander and composed of representatives of all major organizations and activities. Military police can also provide support to individual unit commanders when requested.

OFFICERS

F-4. The PM or military police commander responsible for L&O operations typically appoints a senior NCO or officer who has a solid background in military police investigations or physical security to serve as the crime prevention officer. This person supports the crime prevention council by serving as the military police representative responsible for providing crime and criminal data analysis to identify problem areas, recommending programs for the council's consideration, and coordinating the efforts of unit crime prevention officers to support the implementation of the crime prevention program.

F-5. As a member of the PM's staff, the crime prevention officer develops the LE section of the crime prevention program, develops and maintains the written crime prevention plan, and coordinates crime prevention programs with civilian police agencies and community groups.

F-6. Crime prevention officers are also appointed in each organization, down to the company level. At the company level, written crime prevention plans are not required; however, SOPs are established. A crime

prevention officer serves as the organization focal point for coordinating crime prevention plans; and supervises the implementation of the crime prevention program within the organization.

PROGRAM DEVELOPMENT

F-7. The starting point for developing a crime prevention program must be a thorough analysis of crime and criminal activity (see ATTP 3-39.20). This analysis identifies significant crime and criminal problems that are susceptible to crime prevention efforts. Crimes that are most susceptible to crime prevention measures are those which exhibit a high probability of recurrence. Crimes (such as murder) are typically not repetitive and are poor candidates for inclusion in the crime prevention program.

F-8. Since it is seldom practical to attack all criminal problems simultaneously, crimes should be prioritized based on their impact on the command’s ability to perform its mission and their impact on personnel. Next, the whole range of countermeasures that can be used to combat each problem must be identified. Once developed and prioritized, the list of criminal problems and possible countermeasures is presented to the installation crime prevention council for action. The council should decide which crimes will be addressed and which countermeasures will be used for each crime (see table F-1). The council may then identify specific objectives for its crime prevention campaigns.

Table F-1. Example crime countermeasure matrix

Crime	Command/LE Countermeasures											Community Programs					
	Crime tip lines	Lighting	Environmental changes	Patrols or physical surveillance	Publicity campaigns	Residential security surveys	Juvenile programs	Fraud programs	Employee theft countermeasures	Arson programs	Electronic surveillance	Warning signs	Neighborhood watches	Identification programs	Neighborhood walks or escorts	Mobile patrols	Project lock
Arson				X	X				X			X			X		X
Auto theft	X	X			X							X		X	X	X	
Burglary or housebreaking	X	X	X	X	X	X						X	X	X	X		X
Employee theft	X				X			X		X	X		X				X
Fraud	X				X		X				X						X
Larceny	X		X			X		X					X				X
Rape	X	X	X	X	X	X						X		X	X		X
Robbery	X	X	X	X	X							X		X	X		X
Juvenile delinquency	X			X	X		X					X		X	X		X
Vandalism	X	X		X	X		X										

CRIME AND CRIMINAL ANALYSIS

F-9. Crime and criminal analysis is a system for identifying trends, patterns, and associations that may exist. This analysis is an integral component of integrated police intelligence activities, applicable across the operational continuum. It is an ongoing function for the PM and military police brigade and battalion

staffs. Crime and criminal analysis is the foundation upon which a post, camp, or station physical security and antiterrorism program is based. ATTP 3-39.20 provides a detailed discussion of crime and criminal analysis and other police intelligence activities. An effective crime and criminal analysis seeks to identify the following:

- Crimes having a significant impact on a post, camp, or station.
- Segments of the population being victimized.
- Criminal or perpetrator identifications.
- Common occurrence times.
- Areas experiencing the highest number of incidents.
- Offense information (weapon types, victim actions that may be enabling criminal activity).
- Information critical to post, camp, station, or mission commander threat and vulnerability assessments.
- Information essential to formulating successful patrol distribution plans.

CRIME PREVENTION SURVEYS

F-10. An important factor in understanding the crime prevention survey is that it must be considered as an ongoing process. While a particular survey will result in specific recommendations, each survey will provide a foundation for future actions. In combination, these surveys form an information database that can be used in support of a community crime analysis and action guide to support the resolution or reduction of problems on a community-wide basis.

F-11. Six steps are used to conduct surveys and assess the impact of implemented recommendations. These steps include—

- Analyzing the overall environment for threats, current protection and enforcement gaps and measures, and crime-conducive conditions.
- Assessing the general vulnerability of the premises.
- Defining the specific points of vulnerability.
- Recommending specific security and enforcement procedures.
- Including specific remedial hardware recommendations.
- Conducting a follow-up study to assess the implementation and success of recommendations, including continuous crime and criminal analysis.

F-12. Based on crime and criminal analysis and crime prevention surveys, personnel can identify needed objectives. Crime prevention objectives should clearly identify the—

- Crime that should be reduced.
- Target population that will be addressed.
- Specific changes and behaviors on the part of the victims or perpetrators that will be encouraged.
- Actions that the command must take to reduce the opportunities for the crimes to occur.

F-13. With the information from crime and criminal analysis and crime prevention surveys, milestones and specific countermeasures can be developed to mitigate crime-conducive conditions, reduce the opportunity for a crime to occur, or remove the incentives for perpetrators. Without an effective crime and criminal analysis, the overall security effort is unfocused. Moreover, a post, camp, station, or base patrol distribution plan may be ineffective. Crime prevention countermeasures can include—

- Physical security measures (lighting, barriers, alarms). (See ATTP 3-39.32 for an in-depth discussion of physical security measures and applications.)
- Police engagements.
- Command and public information and education campaigns.
- Targeted LE patrols.
- Command emphasis and enforcement on existing physical security and crime prevention measures.
- Proactive environmental designs to enhance crime prevention and physical security.

- Juvenile crime prevention and awareness programs.
- Neighborhood watch and other community programs.

CRIME PREVENTION PROGRAM EVALUATIONS

F-14. Crime prevention programs must be continuously evaluated and assessed for effectiveness. This analysis requires the PM, commander, and staff to—

- Develop program objectives.
- Identify MOEs.
- Identify data requirements.
- Develop baseline data for comparisons and collect new data.
- Identify changes.
- Describe results and make recommendations for change (see figure F-1).

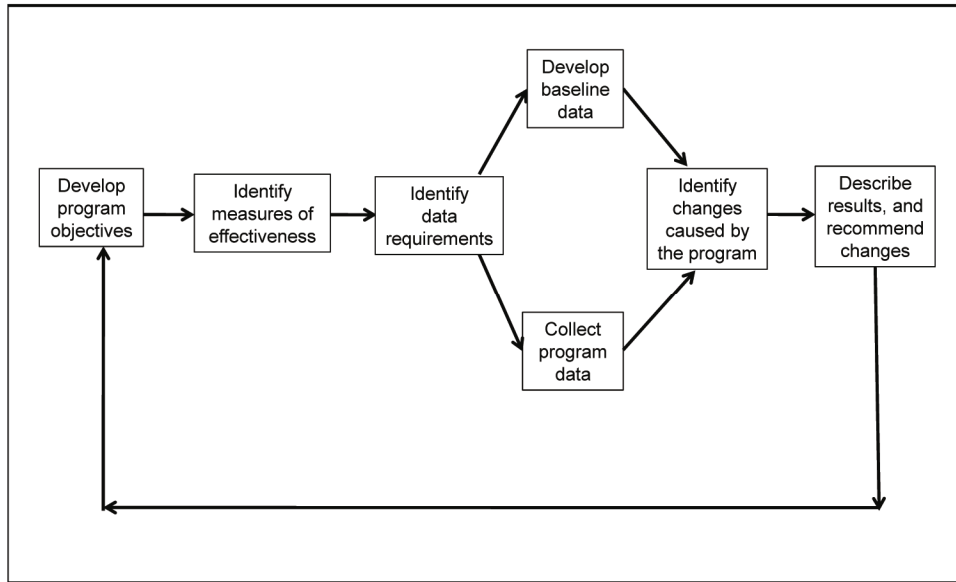


Figure F-1. Crime prevention program evaluation

F-15. Several inherent difficulties in data collection on crime prevention programs make it difficult for personnel to determine, with 100 percent accuracy, that a particular reduction in a crime rate is the result of a particular crime prevention measure. These difficulties include the control of variables, the displacement effect, and unreported crimes.

Control of Variables

F-16. In its simplest form, the type of evaluation most commonly used in academic or scientific settings will determine the relationship between two variables. By varying the independent variable (for example, the dosage of a drug), the effect on the dependent variable (for example, a pulse rate) is determined while all other variables (such as food intake) are held constant.

F-17. These considerations also apply in the evaluation of crime prevention programs. However, since crime prevention programs deal with human subjects in environments that cannot be readily controlled, certain complications arise. The degree of success may have nothing to do with the effectiveness of the program, but only with the way it was introduced or with the personal predispositions of the groups involved. There is no standard population; human beings are not standardized as mice are for laboratory purposes. A program found successful at one post, camp, or station may be a failure in another.

F-18. This evaluation is further complicated by another problem—the behavior of the offenders. The offenders cannot be treated directly or separated into experimental and control groups; they will not stand

up and be counted. The effectiveness of these programs is normally determined by looking at statistics of reported crimes and arrests, which are more indirect indicators.

F-19. In a crime control program, it may be impossible to classify variables as dependent and independent; they may all affect and be affected by each other. Furthermore, because of the difficulty in determining why people behave the way they do, a number of variables may go unnoticed. Police programs designed to reduce crime may have their most direct effect on the behavior of the general public toward the police, which in turn affects the crime rate.

F-20. Evaluations are not necessarily restricted to the analysis of objective crime data; they can also include subjective considerations and perceptions. These subjective evaluations can be of significant benefit in augmenting the statistical analysis of the program's results. They are especially helpful in assessing why and how a program worked and whether a statistical outcome is actually evidence that the program was successful. Interviews of participating agency personnel and residents of the program's area are usually used to supply this information. They can give the evaluator new insight into the actual program operation.

Displacement Effect

F-21. In many cases, where crime reductions have been measured and attributed to programs, it is unclear whether there has been an actual reduction in crime or whether the crime has been displaced. The amount of displacement depends, to an extent, on the offender's characteristics. An opportunistic offender can be pictured as having a relatively elastic demand—if the risk is too high, he will forgo the crime. A drug addict is typically described as having a relatively inelastic demand for the product because of his inelastic demand (need) for drugs (despite the risks, he needs the product). The displacement effect manifests itself in multiple ways, including displacement to other—

- Crimes.
- Tactics and targets.
- Areas.

Unreported Crimes

F-22. Crime statistics are based on crimes reported to the police; however, many crimes go unreported. Victimization studies can estimate the extent of unreported crime, its change from year to year, and by areas of the country. They can also help determine reasons that victims fail to report crimes. These victimization studies are best suited to determine long-term effects. They are not suited for most crime prevention evaluations in which short-term changes must be assessed.

ENVIRONMENTAL DESIGN

F-23. An effective crime prevention effort recognizes the importance of considering design and physical planning in crime reduction. Military police must understand a number of concepts about the relationship between the physical design of buildings, landscaping, lighting and barrier placement, and crime occurrences. Military police can then advise engineers and other planners during the initial design stages of any project. They can also recommend changes to existing structures and provide educational programs to increase public awareness.

F-24. The model for crime prevention through environmental design is based on the theory that action must be taken to counter crime before it occurs. The critical element in this model is the environmental engineering component. It provides direct and indirect controls against criminal activity by reducing the opportunity for crime through science and technology and the use of various urban planning and design techniques. While some environmental design elements must be addressed in the preconstruction phase or involve major reconstruction efforts, some can be addressed quite easily to reduce the existence of crime-conducive conditions (lighting, fences, shrubs, signage, public awareness of environmental risks that are not readily changed). Environmental design considerations include—

- Building setbacks (front, side, and rear).
- Wall construction, interior and exterior (industrial, commercial, and residential).

- Door construction, setbacks and security (industrial, commercial, and residential) (including carports, garages, and sliding glass doors).
- Windows and skylights, setbacks, heights (from ground), show-window displays, and types of frames or panes.
- Stairs (stairwells and staircases).
- Balconies.
- Utility boxes.
- Fences, walls, hedges, screens, setbacks, heights, and louvers.
- Parking (public and private).
- Lighting (industrial, commercial, and residential).
- Streets, sidewalks, and walkways (locations, slopes, curvatures, grades, and block lengths).
- Alleys (blind and through).
- Valuables visibility (people, safes, cash registers, and personal property).
- Signs (street signs and signals, traffic signs and signals, and advertising signs).
- Accessibility—approaches, entrances, and exits (pedestrian, vehicular, services, residential, commercial, and industrial).
- Public utilities and easements (gas, water, telephone, and electrical).
- Public areas and facilities (public restrooms, parks, bus stops, shelters, playgrounds, and recreation halls).
- Street trees and shrubbery (types, heights, and locations).

Appendix G

Equipment Requirements

L&O activities have equipment requirements specific to the unique tasks conducted by Army LE personnel. This appendix provides a list of general equipment requirements for use in planning and resourcing LE personnel by military police staff, PMs, and military police commanders.

BASIC LAW ENFORCEMENT PATROL EQUIPMENT REQUIREMENTS

G-1. LE activities require specific minimum equipment requirements in order to ensure that individual LE personnel and the community are safe. This equipment provides personal protection for the individual conducting LE activities, keeps the equipment stable on the person, and ensures that the tools necessary for graduated response to threats are readily available. LE patrol personnel conducting L&O operations under relatively stable conditions are typically equipped with the following individual equipment:

- **Handgun.** Army LE personnel carry their issued 9-millimeter sidearm.
- **Weapon holster.** The holster should be rated at a retention or security Level II. This is important for safety and weapon retention. The holster should be fabricated of a durable material (typically, nylon or leather), especially at the points where the holster is connected to the belt.

Note. Holsters are typically categorized as Level I, Level II, or Level III based on the number of weapon retention devices designed into the holster. A Level I holster has one retention device, Level II has two, and Level III has three.

- **Ammunition carrier or pouch.** The ammunition carrier or pouch should be fabricated of a durable material (typically, nylon or leather).
- **Concealed body armor.** The minimum level of body armor recommended for use by police is Level IIA (this level will defeat 85 percent of all handgun ammunition); Level IIIA is optimum. Body armor provides protection against many ballistic threats from standard firearms; it may not provide protection against puncture threats from pointed weapons (knives, arrows, ice picks). Body armor considerations include—

Note. The National Institute of Justice established certification standards for rating body armor based on the armor's performance against various ballistic threats. Body armor is rated across six levels, from Level I through IV, including Levels I, IIA, II, IIIA, III, and IV.

- **Fit.** The body armor should be fit to the individual according to the manufacturer's recommendation.
- **Hygiene.** Body armor should be cleaned regularly according to the manufacturer's recommendations. In hot environments sweat from LE personnel can cause the body armor carrier to become unsanitary and create a health hazard.
- **Physical limitations.** Physical capacity may be reduced due to aerobic limitations associated with the additional weight of the body armor and the constriction of the rib cage while wearing the body armor. Personnel should train while wearing body armor to increase strength and stamina.
- **Equipment duty belt.** The belt should be made of durable material (typically, nylon or leather) that is fairly rigid. It should be at least 2 1/4 inches wide to provide support for all of the needed

equipment and help distribute the weight along the waist. The belt should have a safety mechanism that prevents it from being easily unbuckled from the front.

- **Handcuffs and case.** There are generally two types of handcuffs available: chained and hinged. Chained handcuffs have a link of chain between the two locking devices. Hinged handcuffs have a pivoting hinge between the two devices. Hinged cuffs allow for less maneuverability for the subject.
- **Flashlight and carrier.** A durable, reliable flashlight is essential. Rechargeable flashlights can be cost-effective over time by reducing battery replacement costs. The flashlight should produce at least 65 lumens of light. The carrier should be made to fit the flashlight to prevent it from falling out of the carrier during movement under routine and extraordinary conditions.
- **Radio case.** The radio case should be made of durable material (typically, nylon or leather). The radio should fit the case correctly to prevent it from falling out during LE activities.
- **Belt keepers.** Belt keepers on the duty belt are important to prevent slippage along the torso and to keep items worn on the belt in position.
- **Wet-weather gear.** Police operations must be sustained in extreme conditions. Durable, highly visible, wet-weather gear should be on hand for LE personnel at all times. The wet-weather gear should provide protection from the elements, and not interfere with the LE officer's movement and ability to access weapons and equipment. It should also provide a high level of visibility during conditions where visibility is reduced due to weather conditions.
- **Personal first aid kit.** The kit should include—
 - Nitrile gloves.
 - Cardiopulmonary resuscitation face shield.
 - Decontamination or disinfectant wipes.
 - Trauma bandages.

G-2. At least one of the following pieces of equipment should be provided to LE personnel as an additional less-than-lethal force option when the application of force is required:

- **Impact weapon and keeper.** Impact weapons, typically batons designed for LE use, are a useful tool for LE. The type of baton depends on local policy and training. Batons come in different sizes ranging from 18 to 36 inches. Military police staffs, PMs, and commanders should understand that there are training and certification requirements specific to each type of baton. Baton types include—
 - Straight, expandable baton.
 - PR 24®, side-handle baton (expandable and rigid versions).
 - Straight (rigid) baton.
- **OC spray and case.** OC spray should be rated at least 5.5 percent. There are several sizes of OC canisters and several types of spray nozzles. The specific size and type of spray should be uniform within the organization. Training and certification is required for LE personnel to carry OC spray for LE duties. In full spectrum operations overseas, the use of OC spray may be prohibited. Ensure that the use of OC spray outside the United States is staffed through the supporting SJA before employment.
- **Electroshock weapon with case.** An electroshock weapon designed for LE use comes in multiple configurations. Training and certification is required for LE personnel to carry electroshock weapons for LE duties. Applicable DOD, Army, and local policies must be considered when resourcing LE personnel with electroshock weapons.

G-3. LE patrols should also have the following items readily available, typically carried within or on their patrol vehicle or other mode of transportation:

- Forms, including—
 - DA Form 2823 (Sworn Statement).
 - DA Form 3946.
 - DA Form 3975.
 - DA Form 4002.

- DA Form 4137.
- DD Form 1408 (Armed Forces Traffic Ticket).
- Field interview cards (locally produced).
- U.S. district court violation notice.
- Basic evidence collection materials (paper bags, plastic or glass containers).
- Digital cameras.
- Flex cuffs.
- Portable warning and traffic control equipment, including—
 - Flashlights with cones.
 - Reflective vests.
 - Traffic warning flares.
 - Warning triangles.
 - Police whistles.
- Basic first aid kits with nitrile gloves.
- Water (a 5-gallon container is preferable), clean rags, and mild liquid soap.
- Personal protective equipment, consistent with standards established by the Occupational Safety and Health Administration, to include (at a minimum)—
 - Full-face or half-mask, air-purifying respirators (National Institute for Occupational Safety and Health-approved).
 - Hooded, chemical-resistant clothing (overalls; two-piece, chemical-splash suits; and disposable, chemical-resistant overalls).
 - Chemical-resistant gloves.
- A Department of Transportation, Emergency Response Guidebook (for hazardous materials response).
- Chemical lights. Colors may be designated for use for specified applications or signals.

SPECIAL-RESPONSE SCENARIOS

G-4. Some items of equipment may not be necessary for routine LE patrol activities. However some incidents occur that are beyond the normal LE patrols capabilities. These incidents may require special equipment that needs to be accessed in a timely manner when the incident occurs (see FM 3-19.11 and FM 3-19.12 for equipment specific to SRTs or protective-service missions). These incidents can range from major accidents to active-shooter or other volatile situations. The use of the equipment within this section may require specific training or qualification for use. Authorization for use may likewise be elevated to levels well above the LE patrol, patrol supervisor, or military police operations staff. Local policy will dictate authorization levels for the use of specific weapons and equipment.

G-5. Special-response equipment should be readily available to LE personnel (maintained at the military police station or within select LE patrol vehicles) where it can be distributed to authorized personnel in a timely manner. The type of equipment, regulations, and local policy dictate exact storage requirements. Up-to-date training and qualification rosters must be maintained at the police desk to ensure that equipment is only issued to authorized personnel. Special-response equipment may include—

- Additional weapons and ammunition.
 - M4 rifles with close combat optic, sling, and light.
 - Shotguns.
 - Ammunition for M4 rifle, shotgun, and additional 9-millimeter ammunition.
- Communication headsets or helmets.
- Knee and elbow pads.
- Extra radios and batteries.
- Tactical mirrors.
- Search mirrors.

- Plate carrier vests.
- Ballistic shield or blanket.
- Breaching tools and bracing tools.
 - Battering ram.
 - Heavy crowbar.
 - Bolt cutters.
 - Edged multitool.
 - Hooligan tool.
 - 10-pound sledgehammer.

Note. A small ram, a pry tool, and a sledge in a portable kit may be useful if the equipment must be carried long distances or over rough terrain. Full-size tools are not suitable for transport in this type of terrain.

Appendix H

Special-Response Considerations

L&O operations include responses to many incidents that are outside the boundaries of normal LE and police responses or that, due to the sensitivity of the incident, may require specific actions or considerations. This appendix addresses select special-response considerations.

RESPONSE REQUIREMENTS

H-1. Ensuring that personnel respond quickly and appropriately when incidents occur is an essential part of the L&O mission. Special-response situations may include domestic disturbances, active shooters, hostage situations, and natural or man-made disasters. Typically, these events involve one or more of the following factors (although the presence of one factor by itself does not automatically mean that an incident is critical):

- Threat or act of violence.
- Loss of life, significant injury, or significant damage to property.
- Substantial resource demands.
- Close public scrutiny through the media.
- Coordination among federal LE agencies, state or local LE agencies, public affairs, emergency relief services, or emergency response services.

H-2. Regardless of the type of incident, all LE responses require some general actions to protect the public, protect evidence, and gather information. Personnel may be apprehended, if required, based on the incident and the available information. In most cases, the initial report of an incident will be communicated to the L&O operations center or military police desk. The L&O operations center or desk section should attempt to obtain the following information from the caller and any accessible LE databases:

- The nature of the alleged incident.
- The address or specific location of the alleged incident.
- The nature of injuries, if any.
- A telephone number where the caller can be reached and a determination as to whether the caller is the victim or a witness.
- The involvement or presence of firearms or other weapons, if any.
- The need for fire department, ambulance, or other emergency response.

INITIAL LAW ENFORCEMENT RESPONSE

H-3. An LE patrol will typically be dispatched to the scene of an incident. Upon arrival at the scene, LE patrol responsibilities can include—

- Maintaining radio communications with the military police desk.
- Assessing immediate or potential dangers and taking actions, as appropriate, to mitigate risk to the public and emergency response personnel, including—
 - Hazardous materials, fire, or explosive hazards.
 - Active shooters, violent persons, or other threats.
 - Environmental conditions (traffic, weather, smoke)
- Requesting additional emergency response capabilities, including—
 - Medical.
 - Fire.

- Hazardous materials response.
- Civil engineers.
- Towing services.
- Establishing control of the incident scene, including—
 - Controlling traffic.
 - Securing identified crime scenes.
 - Evacuating personnel and establishing a perimeter if required.
- Identifying victims and injured personnel and rendering first aid as appropriate.
- Identifying evidence and establishing measures to protect or preserve evidence.
- Identifying witnesses, victims, or potential subjects.
- Detaining personnel at the scene (in a safe location) to conduct interviews.

INTERVIEWS AND SCENE PROCESSING

H-4. Initial interviews will typically be conducted by LE patrol personnel. After establishing control of the incident, responding LE patrols should initiate the interview process beginning with identified victims, potential subjects, and witnesses. If a large number of personnel require interviews, additional patrols should be requested. Witnesses, victims, and alleged subjects should be separated to the fullest extent possible. All initial interviews should be conducted separately.

H-5. LE personnel should ensure that victims are interviewed in an area that is out of sight and hearing range of alleged suspects, witnesses, and bystanders. Follow-on interviews and possible LE interrogations may be required by MPI or USACIDC SAs, depending on the circumstances and severity of the incidents. LE patrol personnel do not conduct LE interrogations. Circumstances will dictate how complete the interviews will be at the scene. Written statements should be collected when possible. In cases where interviews do not result in a written statement, the LE patrol personnel should document the interview in their patrol report. LE patrol personnel must ensure that responding MPI and USACIDC SAs are briefed, as required, on conducted interviews, identified and collected evidence, and initial impressions and observations.

ACTIVE SHOOTERS

H-6. An active shooter is typically characterized as one or more subjects participating in a random or systematic shooting spree. They demonstrate intent to continuously cause serious physical injury or death to others. Active shooters are intent on committing mass casualties, unlike criminals who engage in crimes (robbery, hostage taking). Subjects are considered active shooters if they—

- Continue to actively shoot.
- Take additional victims.
- Exhibit a willingness to harm others or themselves unless stopped by authorities.

H-7. Consequently, incidents with active shooters are dynamic events that often defy normal response protocols. Recent history suggests that the typical police response—contain and control while awaiting the arrival of tactical units—is ineffective. In an incident with an active shooter, time is clearly not an ally of first responders. Training, instincts, and initiatives of first responders, capably equipped, have proven more effective than rigid interdiction protocols.

H-8. Response tactics to incidents involving active shooters must be simple by design; flexible in nature; easy to implement; and effective against a fast-moving, unpredictable suspect. Initial responders arriving on scene should have the authority and capability to take action without waiting for command directives or the arrival of specialty units (SRTs, negotiators). The goal of police intervention in these incidents is to neutralize the threat by various means—up to and including the use of deadly force. As with most emergencies, an effective response requires informed decisionmaking, clear lines of decision authority based on established rules for use of force, and reliable communications.

H-9. FBI studies have concluded that—

- Emergency management preplanning is critical.
- Responders arrive first have a drastic effect on the progress of the incident. They must quickly and safely conduct a situational assessment.
- Immediate interagency cooperation and the establishment of incident commands are essential.
- Clear and reliable communications are necessary for effective operations.
- Access to a helicopter for overhead assessments is a positive response asset.
- All key agencies and supporting entities (emergency operations centers, hospitals) should be mobilized as quickly as possible.
- A large and immediate media response is likely.
- Additional responder personnel will attempt to converge on the scene.
- Fire and emergency medical personnel should wear helmets and clearly marked clothing.
- Body armor should be worn by personnel responding within range of the shooter.
- Tactical medics to support LE operations are beneficial.
- A shooters may use secondary devices.

H-10. Emergency planning for active shooters requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. Responses to active-shooter scenarios must be trained and exercised with all participating elements to ensure full understanding and implementation of active-shooter response protocols. In the case of an active shooter—

- An incident may occur at any time of the day or night and on any day of the week.
- Most acts occur without warning; the succession of events is often unpredictable.
- The suspect may be better armed than the police, sometimes making use of automatic weapons, explosives, booby traps, and body armor.
- Assailants will have some degree of familiarity with the building or location they choose to occupy.

H-11. One of the most urgent concerns for responding LE personnel is the safety of the public. Developing and maintaining working partnerships with appropriate staff, building managers, or administrators responsible for high-population areas (schools, shopping areas, hospitals) is essential in responding to critical incidents. Schools may be of specific concern due to the impact on children. Military police LE planners should coordinate with the appropriate staffs of these entities within their AOs to ensure that Army LE personnel understand the response policies and procedures of each element. Administrators and staff should also be briefed on LE actions and expectations in the event of an incident. In the event of an active-shooter or other critical incident, a well-coordinated and effective response is needed to ensure the safety of persons involved. Specific circumstances will dictate the best course of action to protect potential victims. These courses of action include—

- **Evacuations.** Potential victims may be evacuated from their current location when conditions are safer outside a building or away from the immediate danger area. All persons within the danger area or hazard zone will be directed to leave their current location and move to a designated safe area. The evacuation of an entire facility or area may not always be prudent, especially if evacuation may lead to other risks by taking the occupants out of the physically secure environment of the facility and into the streets.
- **Reverse evacuations.** When conditions are safer inside a building, personnel may be directed to seek shelter indoors. After all personnel are inside, the building exterior doors should be locked and lock-down or shelter-in-place procedures should be initiated. Likewise, if the situation makes movement hazardous and cover is unavailable, personnel may be directed to stay behind cover at their present location. A perimeter should be established to control the area.
- **Lock-down or shelter-in-place procedures.** When a person or situation presents an immediate threat to personnel in a building, the order to initiate lock-down or shelter-in-place procedures may be given. All doors leading to hallways or outside the building should be locked; personnel should stay in their offices, work areas, and classrooms and away from windows. Initial notification may be made using public address and emergency notification systems.

H-12. Active-shooter situations are dynamic and tend to evolve quickly. First responders faced with an active-shooter situation should be prepared for many possible outcomes. Active-shooter incidents may continue for long periods or end suddenly. Regardless, military police and USACIDC Soldiers must be prepared for—

- **Mobile crises.** The shooter continues to fire, but has chosen to do so while on the move.
- **Fleeing suspects.** The shooter has ceased the act and has fled the scene; however, he remains mobile in the immediate area. The shooter has continued capability and opportunity to engage additional victims.
- **Suicide or suicide threats.** The shooter ceases shooting others and has committed suicide or threatens to do so. This includes suicide-by-cop scenarios.
- **Homicide investigations.** The shooting has ceased, the shooter has been captured or terminated, and the process of investigation has begun.
- **Trauma responses.** The shooting has ceased, the shooter has been captured or terminated, and a large number of victims require medical attention.

BOMB THREATS AND SUSPICIOUS PACKAGES

H-13. A bomb threat is a communication, usually verbal or written, expressing intent to detonate an explosive or incendiary device to cause property damage, death, or injuries—whether or not such a device actually exists. Typically delivered by telephone or other telecommunication means, most threats are intended to cause disruption or diversion—as hoaxes or for reasons other than actual destruction of property—rather than warning of real devices. Many bomb threats that are not pranks are made as parts of other crimes (extortion, arson, robbery). Actual bombings for the malicious destruction of property, terrorism, or murder are often perpetrated without warnings.

H-14. A suspicious package can be any item that is out of place in the location where it was discovered. Suspicious items can appear harmless (a backpack left at a bus stop or sidewalk, a parcel found in an office space, or a toolbox left in a parking lot). Suspicion arises in these cases when the item is discovered at a location and no one claims ownership or the item just seems out of place. At times, a suspicious package may have characteristics consistent with devices or material meant to cause harm (visible timing devices, apparent explosive material, wires, oily residue, powdery substances).

H-15. The initial moments of a bomb threat or the discovery of a suspicious package are crucial to the evaluation of an incident. To ensure the successful resolution of the incident, a bomb threat or suspicious package contingency plan should be developed and rehearsed by personnel. This is typically a component of the installation force protection, antiterrorism, or physical security plan. The plan can provide prior planning and enable training on procedures for bomb threat or suspicious package responses. LE staffs should ensure that procedures outlined in the plan are coordinated with the appropriate staff, building managers, or facility administrators in the AO. Military police LE planners should coordinate with the appropriate staffs of these entities within their AO to ensure that Army LE understand the response policies and procedures of each element. Administrators and staff should also be briefed on LE actions and expectations in the event of an incident.

H-16. Bomb threats and suspicious packages require a multifunctional response, including assets from LE, fire department, emergency medical response organizations, and EOD. Upon notification of a bomb threat or suspicious package, LE patrols will—

- Respond to the scene of the bomb threat or suspicious package and secure the area. The scene should be treated as a crime scene until directed otherwise by LE supervisors.
- Ensure that additional response elements have been notified, including:
 - **Fire department personnel.** Fire department personnel normally respond to the scene and stand by. Fire is a common occurrence in connection with an explosive detonation. The early notification of fire department personnel can assist in minimizing property damage and injury if a device detonates.
 - **Emergency medical personnel.** Emergency medical personnel may arrive at the scene in a standby status. The potential for injury with any explosion or hazardous materials dispersal

is high. Time can be saved by having trained medical personnel stand by with an ambulance in case of injuries.

- **EOD personnel.** EOD personnel should be notified immediately; although under normal situations, EOD personnel do not typically respond to a bomb threat unless a suspicious item is located. EOD personnel may be able to tell if other threats of a similar type have been received and if a bomb was subsequently discovered. They can also give guidance if a device is located (AR 75-15 identifies EOD responsibility.).
- **Other elements.** Other elements should be notified, based on local policy (PM, higher commanders, public affairs)
- Cordon off the target area to prohibit bystanders from entering the threatened location. The initial cordon distance should be at least 100 meters for placed explosive objects and at least 200 meters for potential vehicle-borne explosives. This distance may be increased based on the discovery of an actual device, the size of the device, or advice from EOD or explosive experts.
- Provide traffic control, to include roadblocks and checkpoints 100 meters or more from the area to keep out everyone except authorized personnel.
- Be prepared to don personal protective equipment as required.
- Determine if the building is occupied. If it is not occupied, obtain and report to the military police desk the names and telephone numbers of the persons responsible for the area.
- Notify supervisors of nearby buildings and prepare them to evacuate if necessary.
- Obtain facts for the preliminary investigation.
- Stay on scene until relieved by their LE supervisor.

H-17. Evacuation is not necessary for all bomb threats. Immediate action can include—

- Searches without evacuations.
- Movement of personnel within the area to a safer location.
- Partial evacuations.
- Total evacuations.

H-18. The decision to evacuate and search an area or building is typically made by those in charge of the targeted facility (commanders, facility managers). Leaders and supervisors may solicit the support of facility workers who may be the most familiar with their surroundings and most apt to recognize anomalies. LE supervisors may direct an evacuation when exigent circumstances exist, based on identified threats, advice from EOD experts, and established local procedures. When possible, the decision to evacuate is left to the facility commander or site manager. The facility commander or manager should—

- Notify the PMO of the bomb threat or suspicious package and any actions taken.
- Maintain communications with the military police desk or on-site LE patrols.
- Decide if the facility will react to the threat or conduct business as usual.
- Determine if a supervisor's search will be conducted without evacuation.
- Decide if the building will be evacuated and searched.
- Serve as the primary person responsible for the search team.
- Execute control of operations within the EOC.
- Determine if and when normal operations will resume after the search if no device is discovered.
- Clear the area immediately and ensure that EOD is notified if a device is discovered.

H-19. When a large facility is involved, it can be very difficult and time-consuming to ensure the absence of bombs or other hazardous devices or substances. The decision to evacuate is determined based on the evaluation of available information, including—

- Information received and documented on a bomb threat checklist (see ATTP 3-39.32). If the bomber describes, in detail, the type of device, its location, and the placing of the device, the threat may be deemed more credible. Threats with little to no detail may indicate that the subject merely wants to disrupt operations at the target location. A decision to evacuate and disrupt operations may only serve the purpose of the subject.

- Information and advice from support agencies (EOD, fire departments).
- The criticality of the mission of the targeted facility.

H-20. LE personnel may support, but do not generally conduct, a bomb search because they are not familiar with the search area. A search of an area for a suspect device or package requires intimate knowledge of the area. This allows search personnel to identify items or arrangements that are out of place. In some cases, MWDs that are certified in explosives detection may be used to search an area for suspected explosives (see ATTP 3-39.34). Upon discovery of a suspect package, device, vehicle, or other item, EOD should be notified to confirm the existence of an explosive device and to take action to render the device safe. ATTP 3-39.32 has additional information regarding bomb threat response.

DOMESTIC DISTURBANCES

H-21. LE personnel respond to reports of domestic disturbance just as they would to any other report of a criminal nature or a request for assistance. A domestic disturbance can manifest itself in several forms; two of these forms are domestic dispute and domestic violence:

- **Domestic dispute.** A domestic dispute is an argument that could cause a pattern of behavior that results in emotional or psychological abuse, economic control, and/or interference with the personal liberty of a current or former spouse, a person with whom the abuser shares a child in common, or a current or former intimate partner with whom the abuser shares or has shared a common residence. During a domestic dispute, LE typically has four courses of action available—mediation, referral, temporary separation, and apprehension.
- **Domestic violence.** Domestic violence is the use of force or violence, or a violation of a lawful order of protection against a current or former spouse, a person with whom the abuser shares a child in common, or a current or former intimate partner with whom the abuser shares or has shared a common residence. The nature of domestic violence, public awareness, and recent legal and policy mandates dictate many actions that LE personnel are required to take when responding to cases of domestic violence. These actions limit LE discretion in many instances, but serve to protect all parties involved in domestic violence incidents. Domestic violence is a violation of the UCMJ and local and state laws.

H-22. When Army LE personnel receive a report of a domestic disturbance incident, the L&O operations center or desk section should attempt to obtain (from the caller and identified accessible LE databases) the information in (paragraph H-2) and any additional information, to include whether—

- The victim was sexually assaulted.
- The alleged suspect is present. If the alleged suspect is not present, LE personnel should obtain his or her name, description, direction of flight, mode of travel, and possible use of alcohol or drugs.
- There are children present.
- Others are present at the scene, what involvement they play in the alleged incident, and their relationship to those involved in the incident.
- There have been previous domestic disturbance incidents involving these individuals.
- There is a protective order in effect involving the individuals.

SAFETY

H-23. The safety of any alleged victim becomes of a primary concern of the LE personnel receiving the initial report. LE personnel receiving the call should attempt to keep the alleged victim on the line until the patrol arrives. They may advise the alleged victim to await the arrival of the patrol at a neighbor's house or a convenience store or, if the perpetrator returns, to leave the location. If the caller is a witness, the dispatcher must keep them on the phone and relay ongoing information to the responding patrol.

INITIAL RESPONSE

H-24. Once the L&O operations center has received a call of domestic disturbance and has obtained as much information as possible concerning the individuals involved (including a history of past incidents),

the information is relayed to the responding LE patrol in person or via a secure radio network. The L&O operations center must periodically check the safety of the responding patrol at the scene as in other life-threatening calls.

H-25. At least two LE personnel are required for response to a domestic disturbance in progress or to one that just occurred. The LE patrol must approach the scene of a domestic disturbance call with great caution and treat the incident as one of high risk, taking into consideration such things as—

- Parking away from the residence.
- Waiting for backup. This is especially important when a patrol consists of one person.
- Stopping and listening from a safe vantage point before attempting contact (to increase situational awareness).
- Checking for the assailants outside the residence.

H-26. Upon arrival and after determining the best method for approaching the incident, LE patrol personnel identify themselves, explain their presence, and request entry to the residence. The LE personnel request to speak to the person who placed the call. If the caller is someone other than the victim, LE personnel should not reveal the name or location of the caller. They should be persistent in accessing and speaking to the victim privately. If LE personnel are refused entry and forced entry appears imminent to investigate the call, the desk sergeant or other appropriate LE representative will coordinate with the SJA for legal advice.

H-27. If there is an obvious imminent threat to persons at the location and the patrol determines that immediate forced access is required for the protection of persons at the site, LE personnel may proceed without waiting for SJA or other approval. They should thoroughly document their observations in the patrol report, specifically the details that warranted the immediate entry. Additionally, LE personnel are responsible for—

- Remaining at the scene and speaking to the victim when there is evidence that indicates a crime has occurred. Such evidence may be the condition of the scene or the state of the person who is speaking to LE personnel.
- Remaining at the scene if they believe that serious injury has occurred or will occur.
- Entering quarters with consent of the parties involved or without consent, if necessary, to prevent serious bodily injury or render emergency first aid to injured persons.
- Driving by the location after departing the scene to observe for any further disturbances.
- Parking away from the scene location if remaining in the area to continue observation of the premises.

H-28. Once LE personnel have accessed the scene, they establish control by—

- Identifying potential weapons in the surrounding areas.
- Separating the alleged victim and the alleged suspect.
- Restraining, detaining, or apprehending the alleged suspect as needed.
- Assessing injuries, administering first aid, and notifying emergency medical services when necessary.
- Inquiring about the alleged incident.
- Identifying all occupants and witnesses on the premises.
- Separating occupants and witnesses from the alleged victims and suspects and keeping all persons out of hearing range of one another.
- Conducting a protective sweep to locate persons who may be hiding or injured.

Note. If the domestic dispute is a verbal altercation, LE personnel may consider mediation as a method of gathering more information and determining if a crime or abuse has occurred. After separating the two disputants and obtaining the facts, the officers should attempt to bring parties together to discuss the problem and possible solutions. Based on the results of this mediation effort, Army LE may refer the parties for appropriate professional assistance, separate the parties involved in the dispute, or apprehend the parties (if required).

SCENE PROCESSING

H-29. LE personnel will follow the guidance of FM 3-19.13 for processing a crime scene. Because of the unpredictability and volatility of a domestic disturbance, some specific procedures are included here. LE personnel will continue processing the scene by—

- Attempting to locate the potential whereabouts of the alleged subject (if the subject has fled the scene).
- Interviewing witnesses as fully and as soon as circumstances allow. When witnesses provide information regarding previous incidents, LE personnel should document it to establish a pattern. Witness names, addresses, and phone numbers must be recorded for follow-on interviews or possible court testimony.
- Interviewing children in a manner appropriate to their age—preferably alone—taking into consideration the emotional trauma displayed by the child and the child’s developmental level. Any interviews should be limited to statements of injuries and what they saw. Further questioning and interviews should be conducted by MPIs or USACIDC SAs. Photographs of the children should also be taken by MPIs, USACIDC SAs, or medical personnel. LE personnel must verify that any children present were not abused and document the children’s names and ages, signs of trauma, any apparent healing of abuse wounds, and statements.
- Collecting and preserving all physical evidence necessary to establish what took place, including photographic evidence substantiating the victim’s injuries, the crime scene condition, and evidentiary articles that substantiate the incident (see FM 3-19.13 for collecting and processing evidence).

H-30. LE personnel must follow established procedures for apprehending (military) and detaining (civilian) personnel—advising military personnel of Article 31 of the UCMJ or turning over civilians to appropriate civilian authorities. These procedures must be conducted according to the SOP of the L&O operations center. The investigator’s statement must clearly state why an apprehension was not made if probable cause existed. These established procedures include—

- Seeking appropriate legal advice if the seizure of firearms not directly related to the incident is contemplated.
- Seizing weapons for safekeeping. If there is a weapon in the alleged subject’s possession, which in the judgment of LE personnel, would put the victim or alleged subject at risk, the weapon should be seized for safekeeping. Weapons may be seized regardless of whether an apprehension has been made.
- Explaining to the alleged victim why an apprehension or detention is not going to be made if it is not authorized. The decision to apprehend or detain is the responsibility of LE personnel. (Factors that LE personnel should not consider when electing to apprehend or detain are described in paragraph H-31).
- Remaining at the scene to ensure that the situation is completely under control.
- Advising the alleged victim of the availability of local shelters, victim advocate and domestic violence services, and procedures for obtaining legal protection orders. If the alleged victim opts to go to a shelter, LE personnel are obligated to remain at the scene while personal effects are being gathered and to provide transportation if required.

APPREHENSIONS AND DETENTIONS

H-31. When LE personnel are confronted with the decision to execute an apprehension or detention, they should not consider the following:

- The victim’s opposition to apprehend or detain the alleged suspect or claims of being unwilling to prosecute the alleged suspect. The decision to prosecute is made by the commander or a U.S. attorney; prosecution is the decision of the government, not the victim.
- Any speculation that the victim may not follow through with prosecution.
- Concerns regarding financial consequences of an apprehension.
- Speculation that the apprehension may not lead to a conviction.

- The relationship or marital status of the parties involved (for example, individuals who are not married or who are separated or pending divorce).
- The denial by either party that the abuse occurred when there is evidence of domestic violence.
- Verbal assurances that the violence will cease.
- The racial, cultural, social, political, professional, or sexual orientation of the victim or the accused.
- The location of the incident.
- The absence of visible injuries.

FOLLOW-UP INVESTIGATIONS

H-32. All domestic disturbance reports prepared by LE patrols should be reviewed by the chief of military police investigations or USACIDC SAs and given follow-up investigation as needed. Follow-up investigations should be initiated within 48 hours of the occurrence of the assault. Cases in which a crime was alleged, but a patrol did not make an apprehension at the scene, deserve particular attention. Follow-up investigations should examine the case to determine if any available information, evidence, or leads have been overlooked by LE patrols or investigators.

H-33. Follow-up investigations should focus on attempting to prove the case without the participation or cooperation of the victim in the prosecution. Each case should be analyzed in the following manner: Can the elements of the offense be established without the testimony of the victim? If not—

- Will the victim appear in court and testify truthfully if subpoenaed to do so?
- Can further investigations identify additional witnesses or information to pursue prosecution with an uncooperative or hostile victim?
- Are there additional physical evidence items, prior inconsistent statements, witness statements, 911 tapes, circumstantial evidence, or defendant statements available?

EMOTIONALLY DISTURBED PERSONS

H-34. LE personnel may be called upon to respond to individuals who are emotionally disturbed at some level. Many of these conditions can be severe and result in erratic or violent behavior. The condition may be associated with environmental factors, medical conditions, or substance-related causes. There may or may not be an underlying mental illness related to the emotional state. Mental illness or emotional distress, especially when combined with excessive alcohol or drug use can result in a substantial risk of—

- Physical harm (self-inflicted) to the disturbed individual. This may be manifested by threats of, or attempts at, suicide or serious bodily harm.
- Physical harm to other persons. This may be manifested by homicidal or other violent behavior and serious bodily harm to others.
- Physical impairment of the disturbed individual. This may be manifested by evidence that the person's judgment is so affected that he is unable to protect himself.

H-35. Not all emotionally disturbed persons are dangerous. Some may become dangerous only under specific circumstances or conditions that trigger a volatile reaction. Indications that an emotionally disturbed person may present an immediate or potential danger include—

- Statements by the subjects which suggest that they are prepared to commit a violent or dangerous act. Such comments may range from subtle innuendos to a direct threat that, when taken in conjunction with other information, paints a more complete picture of the potential for violence.
- Past history of mental illness or treatment and a personal history of violence under similar or related circumstances.
- Lack of control of emotions (rage, anger, fright, agitation). Signs of lack of control include extreme agitation, wide eyes, and rambling thoughts or speech. The subject clutching himself or other objects to maintain control, begging to be left alone, or offering frantic assurances that he is all right may also suggest that the individual is close to losing control.

H-36. LE personnel dealing with emotionally disturbed persons must be aware of the surrounding environment. A chaotic and volatile environment can trigger dangerous responses by emotionally disturbed persons. Agitators who may affect the person, large crowds, or loud noisy environments may incite violence. LE personnel must always be aware of any weapons or items that can be used as weapons that are within a potentially disturbed person's area. Any weapons (or items that can be used as weapons) should be moved or the emotionally disturbed person should be moved to a location where potential weapons are not readily available.

H-37. Emotionally disturbed persons may harm themselves (through direct physical harm or through irrational actions that place them in danger) or be a threat to others in the area. Emotionally disturbed persons or persons suffering from excessive alcohol or drug use may be taken into custody to prevent harm to the individual, other persons, or both. If an individual is identified by LE personnel as emotionally disturbed, police intervention may be required to reduce any potential threat the individual poses. Considerations for dealing with emotionally disturbed persons include—

- **Requesting backup.** An emotionally disturbed person should not be dealt with alone. A backup LE patrol should be requested at the earliest opportunity.
- **Calming the environment.** When possible, eliminate lights and sirens, disperse crowds, and assume a quiet and nonthreatening manner when approaching or conversing with the person.
- **Taking precautions to not excite the person.** Precautions may include—
 - Moving slowly and providing reassurance that the police are there to help and that appropriate care will be provided.
 - Not threatening the person with arrest or in any other manner as this may cause additional fright, stress, and potential aggression.
 - Avoiding topics that may agitate the person and guiding the conversation toward subjects that help bring the person back to reality.
- **Communicating with the person.** Attempt to determine what is bothering the individual. Relate concern for their feelings and allow them to vent feelings. Where possible, gather information about the person from acquaintances and family members. Request professional assistance if needed.
- **Acting truthfully.** If subjects become aware of deception they may withdraw from the contact in distrust and may become hypersensitive or retaliate in anger.

H-38. Emotionally disturbed persons taken into custody should be taken to the emergency room for evaluation by medical professionals. Medical professionals should determine what action is appropriate. Under most circumstances emergency medical services should transport the subject. Only under exigent circumstances should LE personnel transport an emotionally disturbed person. One or more LE personnel may be required to accompany an individual to the emergency room. They may be required to ride in the ambulance if the subject is combative or uncooperative. The emotionally disturbed person should be searched for weapons and may require appropriate restraints. Individuals should not be left unattended at treatment facilities. LE personnel should remain with the subject until released by a physician or counselor.

H-39. LE personnel, normally LE investigators, may be required to interview an emotionally disturbed person if the individual is a subject or witness in a criminal incident. Typically, basic LE patrol personnel will not attempt to interview an emotionally disturbed person beyond efforts to obtain basic information at the incident scene. LE personnel conducting interviews of emotionally disturbed persons should exercise care when dealing with mentally ill persons during all interviews. Emotionally disturbed persons should never be left alone; if there is any indication of unpredictable or violent behavior, two officers should be with the person at all times.

HAZARDOUS MATERIALS

H-40. A hazardous materials incident may be a spill or release of chemicals, radioactive materials, or biological materials inside a building or into the environment. The user may manage simple spills; however, major spills or emergencies require emergency assistance from emergency response elements. Many times, hazardous materials incidents may not be immediately known until identified by first responders. Hazardous materials incidents may also coincide with an attack intent on causing damage,

casualties, and terror within the target population. Military police and USACIDC elements must be familiar with protocols for responding to a scene with hazardous materials present.

H-41. The decision to declare an incident controlled and stabilized is made by emergency response elements who are trained to identify and safely mitigate the effects of hazardous materials. These elements typically include fire department personnel, environmental health and safety personnel, or hazardous materials teams. Depending on the nature and magnitude of the incident, assistance and services may be required from other public support agencies or specialized contractors to identify and mitigate potential or actual hazardous materials situations. Fire control or hazardous debris and spills may require evacuations of nonessential personnel from the area.

H-42. When faced with a potential hazardous materials incident, LE patrols should always proceed with caution. Public safety and the safety of first responder personnel are paramount. Initial response considerations include—

- **Approaching the scene.** Personnel must approach an incident with caution and from an upwind direction. They should also don personal protective equipment, as appropriate, for the incident.
- **Securing the scene.** Personnel must secure the scene by isolating the spill or leak for at least 50 meters in all directions. The perimeter may require expansion based on direction from qualified hazardous materials personnel or *Emergency Response Guidebook* data.
- **Assessing the situation.** Consider the following:
 - Did a spill or leak occur? How much hazardous materials have spilled (estimate the quantity if unknown)? Has the spill reached, or does it have the potential to contact, surface water or public drainage systems?
 - What are the existing weather conditions?
 - What are the conditions of the terrain?
 - Does this situation place people, property, or the environment at risk?
 - What actions need to be taken immediately (evacuation, additional resources)?
- **Identifying hazards.** Personnel should identify hazards (if possible) by using information contained on placards, container labels, shipping documents, material safety data sheets, and railcar and road trailer identification charts. Vehicle drivers can also assist in identifying hazards. If the substance cannot be identified, personnel must maintain a secure perimeter and obtain support from qualified hazardous materials personnel.
- **Reporting and obtaining assistance.** Personnel should always obtain assistance when dealing with hazardous materials, including—
 - Notifying the military police desk. Ask the military police desk to notify the responsible agencies and call for assistance from qualified personnel.
 - Obtaining emergency response phone numbers. In the event that contact cannot be made with anyone, look for emergency response phone numbers in the shipping documents.
 - Referring to the *Emergency Response Guidebook*. It can be a useful tool for first responders to identify and appropriately react to potential hazardous materials incidents.
- **Deciding actions.** Take command of the scene or situation. Military police patrols must weigh several factors, including—
 - What is the risk?
 - What conditions are competing for LE patrol attention (heavy traffic areas that require traffic control, high population areas that require immediate notification or evacuation, potential explosive or fire hazards)?
 - Will rescue attempts to people, property, or the environment help or aggravate the situation?
 - What is the estimated arrival time of additional response assets? Are they better equipped and qualified to attempt rescue?
 - Is it better, with all things considered, to maintain perimeter control and wait?
- **Responding appropriately.** Response operations include—
 - Establishing an incident command post.

- Identifying and establishing a casualty triage, treatment area, and decontamination corridor if necessary.
- Maintaining continuous communications with the military police desk.
- Continually reassessing the situation.
- **Avoiding hazardous materials.** Avoidance includes the following—
 - Do not walk on or touch spilled material.
 - Do not inhale fumes, smoke, or vapors.
 - Do not mark the area with flares or any other material that could ignite flammable or explosive hazardous materials.

HOSTAGE SITUATIONS

H-43. Hostage situations can develop without warning and for a variety of reasons. They are all unique in their characteristics and require rapid response by LE patrols and follow-on personnel to increase the probability of a successful outcome. Hostage situations can be the result of—

- Terrorist operations.
- Perpetrators seeking revenge or profit (ransom).
- Domestic violence or other relationship problems.
- Mental illness or impairment.
- A thwarted crime in progress.
- Suicide-by-cop scenarios.

H-44. Initial LE patrols responding to a hostage situation should immediately notify the military police desk or L&O operations center of their arrival and exact location. Patrol vehicles should be parked a safe distance from the building or area, typically no closer than 50 meters. This decision should be based on the terrain, the weapons the hostage taker may have available, and other environmental considerations. LE patrols should position themselves where they can best observe and control the area. Other considerations include—

- Avoiding exposure to gunfire by the hostage taker (always exit vehicles on the side away from the hostage taker).
- Taking cover behind vehicles (preferably the engine block), walls, trees, or other protective objects.
- Positioning to allow as much visual coverage of the scene as possible.
- Directing bystanders to take cover or depart the area to limit the likelihood of bystander injury.
- Securing a perimeter around the scene to seal the area.
- Ensuring that constant observation of all entrances and exits is established.
- Requesting immediate backup and informing the military police desk or operations center of how many additional patrols are required to control the scene.

H-45. The scene should be evaluated to determine as much information as possible. Bystanders or witnesses on scene that can provide information should be quickly interviewed. Military police patrols should attempt to verify information through their own observations. Patrols should determine and immediately report—

- The number of subjects.
- Subjects who are armed and what types of weapons they have.
- The number of hostages.
- Other helpful information, including descriptions of hostage takers, vehicles driven, and behaviors and demeanors.

H-46. All patrols should remain in their assigned positions until relieved. Duties could consist of sealing avenues of escape; evacuating surrounding buildings; rerouting traffic away from the scene; keeping entrances and exits to the location of the hostage taker under constant watch; and removing bystanders after obtaining their identification and other pertinent information.

H-47. Hostage situations require extensive resources and support by specific LE capabilities. These capabilities work in concert as personnel attempt to peacefully conclude incidents or, if necessary, remove the hostage taker as a threat to protect victims and bystanders. The following support elements may be required—

- USACIDC elements.
- Hostage negotiators.
- SRTs.
- Emergency medical services.
- Fire department services.
- Outside LE agencies.
- EOD teams.
- MWDs.

H-48. Any hostages that escape or are released must initially be treated as possible threats. LE personnel do not know the hostage taker or know who his friends are; therefore, handcuff all persons and move them to a safe and secure area until their identities are determined.

H-49. Hostage situations can last for several hours or even days, depending on the will of the hostage taker, the resources available to hostage taker, and other variables. Constant surveillance of the hostage taker should be maintained if possible. LE personnel should try to gain as much information as possible about the person or persons committing the act. Observations can include things that may seem unimportant (clothing, identified habits, threatening actions, activities that seem out of the ordinary or out of place). These pieces of information can be valuable to hostage negotiators in dealing with hostage takers.

H-50. Communication with the hostage taker should only be done by trained hostage negotiators who are authorized to communicate with hostage takers. USACIDC is responsible for providing hostage negotiation assets, internal to USACIDC or through supporting LE agencies. Hostage negotiation is an art, not a science; it is very much a learned skill. Do not attempt to negotiate with a hostage taker. If communication with the hostage taker cannot be avoided—

- Do not make threats, offers, or promises.
- Do not refuse the subject's demands; tell the hostage taker that you must check with your supervisor.
- Do not answer questions and demands until the negotiators arrive; create delays.

LAW ENFORCEMENT RAIDS

H-51. LE raids are normally conducted to apprehend offenders, obtain evidence of illegal activity, safeguard hostages, or recover U.S. government property. In contingency operations, combined U.S., multinational, or HN LE raids may be used to collect information, capture or eliminate threats (terrorists, criminals, insurgents), or confiscate weapons.

H-52. LE raids are most effective when conducted by SRTs (see AR 190-14) in cooperation with specially trained LE personnel (such as military police or USACIDC SAs skilled in raids, apprehensions, and evidence collection and preservation). At a minimum, each raid team should have at least one trained, experienced investigator who is responsible for collecting and processing evidence. Specially trained SRTs are suited for high-risk LE raids in high-threat environments. In addition to being experienced military police, SRTs are trained in breaching techniques, barrier penetration, and threat and occupant control (see FM 3-19.11).

PREPARATION

H-53. The preparation and planning of LE raids must be thorough, led by reliable police and other intelligence personnel, and rehearsed until the raiding force reaches battle drill precision. PMs and military police commanders and their staffs and USACIDC elements plan and coordinate LE raids. Planning and coordination activities include—

- Coordinating legal aspects with the supporting SJA, which includes—
 - Ensuring that there is probable cause to conduct the raid.

- Coordinating with the local SJA, military magistrate, or judge to obtain authorization for the raid. (Army LE personnel must adhere to the laws governing authority, jurisdiction, responsibility, search and seizure, apprehension, and use of force.)
- Conducting a thorough reconnaissance of the target location to—
 - Observe activity at the target location.
 - Determine entrance and exit routes.
 - Identify the best route of entry to the target.
 - Identify vantage points, movements, and/or behavioral patterns of occupants of the area.
 - Identify points offering observation and fields of fire for the raiding party and the occupants of the raid area and/or building.
 - Obtain blueprints of the building. When reconnoitering a specific building, blueprints will help identify the interior arrangements of the buildings, to include the placement of doors and windows, their construction, and the direction in which they open. LE personnel should determine likely points of exits and entrances, to include emergency doors and fire escapes.

Note. LE personnel must not enter a building before a raid if it will in any way jeopardize the mission.

- Obtaining videos or photographs of persons entering and leaving the target location.
- Determining the raid team composition to establish a chain of command for each raiding party and within each team. The raiding party is typically comprised of—
 - **Entry team.** This team is normally used to make apprehensions, as needed, and/or to recover property. The team may have a recorder, a photographer, and an evidence custodian.
 - **Security team.** This team provides security for the entry team. It also seals off possible avenues of approach and escape.
 - **Reserve team.** This team reinforces or assists when needed. Part of the team may stay mobile for use as a pursuit unit. If it is not needed for its basic purpose, the team can augment processing procedures and help control the raid site.
 - **Prisoner team.** This team enters a secured building and takes charge of prisoners apprehended by the entry team.
 - **Medical team.** This team should include a doctor if possible. The team normally remains with the reserve team and treats injuries as required.
- Determining equipment requirements. Selected equipment must suit the purpose of the raid and the expected degree of opposition. Too much equipment can slow the raiding party; too little equipment can hamper the effectiveness of the raid. Equipment considerations include—
 - **Weapons.** Weapons must be carefully selected. Personnel must take into consideration the armament of the subject, the terrain of the neighborhood, and the degree of resistance expected.
 - **Riot control equipment.** If riot control equipment is to be used, personnel should identify the type of equipment required and obtain clearance from the installation commander. Consider the wind direction and traffic and population density. Remember to provide the raiding party with protective masks.
 - **Communications equipment.** Consider the requirement for radios, telephones, and visual signals (hand-and-arm signals, sounds [such as a whistle]). Personnel must always plan for an alternate means of communication.
 - **Special equipment.** This equipment includes lighting, breaching equipment, armor, special munitions, and protective masks.
- Identifying and coordinating response and reserve force composition.
- Identifying and coordinating transportation requirements.
- Coordinating medical support.
- Identifying other resource requirements.
- Briefing members of the raid team on—

- The objective of the raid action.
- Each member's position and responsibilities.
- The number of subjects and their names, descriptions, injuries, and any other available information.
- The identity and description of covert agents who may be working within the group to be raided.
- The offense of which the suspect is accused.
- The reputation, background, characteristics, and mental state of the suspect.
- Hostages or other bystanders involved and their descriptions.
- The location of the suspects (apartment number, floor, room number, window).
- The name and/or description of the subject, and whether or not the subject is armed (if so, the type of weapons and the amount of ammunition the subject has if known).
- The physical layout of the operation, including sewers, skylights, adjacent buildings, and type of construction (wood, brick).
- The identity of support forces.
- Reviewing police intelligence files.
- Analyzing videos or photographs and attempting to identify visitors to the target location.
- Coordinating with LE and intelligence-gathering agencies (local, multinational, HN, and joint forces).
- Debriefing the reconnaissance team and reviewing the size, activity, location, unit, time, and equipment report.
- Deciding if the operation will be a daytime or nighttime raid.
- Deciding if the operation will include a ruse or diversion.
- Determining if entry will be dynamic or covert.
- Coordinating with units and agencies that will be affected by the raid or that can assist.
- Publishing the operation order.

H-54. The following factors are common to a successful raid:

- **Surprise.** Personnel should plan to conduct a raid at a time fitting of the circumstances and when few uninvolved people are present.
- **Speed.** Personnel should plan to conduct raids with speed and precision, ensuring that participants understand their specific assignments.

Note. Speed must not be gained at the expense of safety.

- **Simplicity.** Personnel must ensure that instructions are clearly stated and easy to carry out.
- **Superiority.** Personnel must know and exceed the capabilities of the suspect in manpower and firepower.
- **Safety.** Personnel must ensure that the raiding party is thorough, cautious, and safety-conscious. Use trained and experienced personnel to conduct the raid.

REHEARSALS

H-55. It is strongly recommended that the raid force rehearse their entry and sweep of the residence in a mock-up mission that closely resembles the target. The degree of detail and the location of the rehearsal is dependent on mission variables. The rehearsal should be conducted in the same light conditions as the planned raid. An analysis of the target photographs can help provide the necessary information to select a proper rehearsal location. Obtaining crucial interior information may be more difficult.

H-56. Each team member must fully understand his specific job. Cross-training missions are crucial so that all team members can continue the raid if a team member is incapacitated. Support personnel must train and rehearse their roles and attend all operational briefings. Specific tasks to train and rehearse include—

- Movement techniques.

- Breaching techniques.
- Threat and occupant control procedures.
- Outer security, building isolation, and escape blocking procedures.
- Communications procedures.
- Apprehension procedures.
- Evidence collection and preservation procedures.
- Emergency medical evacuation procedures.
- Follow-on missions.

EXECUTION

H-57. This section describes typical execution procedures for conducting an LE raid to apprehend subjects, obtain evidence of illegal activity and maintain its evidentiary value, recover personal or U.S. government property, prevent the commission of a crime, and/or confiscate contraband. Members of the raid team must—

- Ensure that members of the raid party comply with the limitations imposed by the search authorization. Search only those locations described in the authorization and only in areas where it is likely that objects of the search will be found.
- Exercise plain-view doctrine regarding evidence collection.
- Ensure that items seized during the raid are clearly marked with the initials of the person making the seizure and the military date and time.
- Ensure that a DA Form 4137 is prepared for all evidence and that the chain of custody is maintained.
- Ensure that female subjects are searched and attended by female members of the raiding party.
- Ensure that minimum force is used and that juveniles involved in the incident are processed separately from adult subjects. Ensure that juveniles are supervised and out of public view during detention. Keep them separated from adult subjects until they are released to their parents or custodians or are transferred to juvenile facilities.

STRESS RELATED TO CRITICAL INCIDENTS

H-58. The USAMPS Training Division developed a Critical Incident Peer Support Course to assist military police in preparing and understanding critical incident stress, posttraumatic stress trauma, and cumulative or chronic stress before being exposed to a traumatic incident. The course is a peer-based program that prepares military police and USACIDC SAs for responses to catastrophic incidents (loss of lives, serious injuries, traffic fatalities, children's deaths, suicides). These instances may be associated with combat and contingency operations or LE response activities.

H-59. The Critical Incident Peer Support Course is designed to assist military police Soldiers and leaders in identifying stress-related concerns and equipping them to provide peer support. This can lead to follow-up consultations with medical professionals to help fill a void created by the shortage of psychologists, counselors, and combat stress teams. The course is not designed to replace the functions of behavioral health or chaplaincy personnel; it is designed to support the process.

H-60. Critical incident stress has the potential to create an overwhelming emotional reaction in individuals to the point that they are unable to function during or following the incident or are unable to cope psychologically with the event. Four primary conditions determine a Soldier's reaction to a critical incident:

- The event is sudden and unexpected.
- The event represents a significant threat.
- The event can include an element of loss.
- A Soldier's values or beliefs are challenged.

H-61. The definition of a critical incident must remain fluid—situations having an effect on one Soldier may not have the same effect on another. Reactions are normal, healthy responses to abnormal situations.

Signs and symptoms of critical incident stress may be experienced in a cognitive, behavioral, emotional, spiritual, and/or physical manner. Examples critical incident stress symptoms can include the following:

- **Cognitive**—includes diminished concentration, loss of meaning, preoccupation with trauma, apathy, hypoalertness, hyperalertness, and self-doubt.
- **Behavioral**—includes sleep disturbances, appetite disturbances, crying, decreased ability to speak, increased smoking, and increased drinking and aggressiveness.
- **Emotional**—includes oversensitive and overemotional behavior, mood swings, worry, loss of self-confidence, and increased cynicism and negativism.
- **Spiritual**—includes doubts in value systems and/or religious beliefs, declined investments in others, disillusionment, loss of purpose or hope, loss of trust, or placing blame on God.
- **Physical**—includes changes in sleep patterns and nightmares, becoming easily startled, and suffering from headaches, migraines, muscle tics, trembles or twitches, restlessness, hyperactivity and increased perspiration.

H-62. Understanding the dynamics of critical incident stress, posttraumatic stress trauma, and cumulative or chronic stress and how the disorders occur, can aid military police and USACIDC Soldiers in seeking immediate help for themselves, their peers, and their subordinates. This help begins with talking to their peers.

H-63. Following mission incidents, unit leaders should ensure that exposed individuals or elements receive one-on-one intervention or critical incident debriefings within the first 8 to 24 hours. These debriefings should be included in SOPs and enforced by unit leadership. Critical incident stress, posttraumatic stress trauma, and cumulative or chronic stress can affect anyone, regardless of age or position. All personnel, including unit leaders who are involved in a critical incident, should be required to participate.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ACI2	Automated Criminal Investigation/Criminal Intelligence Reporting System
AO	area of operations
AR	Army regulation
ATTP	Army tactics, techniques, and procedures
BCT	brigade combat team
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
COPS	Centralized Operator's Police Suite
D.A.R.E.	Drug Abuse Resistance Education
D.C.	District of Columbia
DA	Department of the Army
DNA	deoxyribonucleic acid
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
EOD	explosive ordnance disposal
FBI	Federal Bureau of Investigation
FM	field manual
GIS	geographic information system
GREAT	Gang Resistance Education and Training
HN	host nation
L&O	law and order
LE	law enforcement
LIDAR	light detection and ranging
MCO	major combat operations
MMS	maneuver and mobility support
MOE	measure of effectiveness
MPI	military police investigator
MWD	military working dog
NCO	noncommissioned officer
No.	number
OC	oleoresin capsicum
OE	operational environment
PDTT	police development and transition team
PM	provost marshal
PMO	provost marshal's office

POLICE	police and prison structures, organized criminal elements, legal systems, investigations and interviews, crime-conducive conditions, and enforcement gaps and mechanisms
RAM	random antiterrorism measures
RCM	rules for courts martial
S-3	operations staff officer
SA	special agent
SJA	staff judge advocate
SOP	standing operating procedure
SRT	special-reaction team
TCP	traffic control post
TMCI	traffic management and collision investigator
UCMJ	Uniform Code of Military Justice
UFC	Unified Facilities Criteria
USACIDC	U.S. Army Criminal Investigation Command
USAMPS	U.S. Army Military Police School
USC	U.S. Code

SECTION II – TERMS

***crime prevention**

The anticipation, recognition, and appraisal of a crime risk and the initiation of some action to remove or reduce it. It is a direct crime control method that applies to before-the-fact efforts to reduce criminal opportunity, protect potential human victims, and prevent property loss.

***interview**

A nonstructured discussion, where open-ended questions are asked to determine facts about an incident or crime.

***law enforcement interrogation**

The systematic effort by law enforcement investigators to prove, disprove, or corroborate information relevant to a criminal investigation using direct questioning in a controlled environment.

***law enforcement patrol**

A patrol element of trained law enforcement personnel tasked to enforce laws, regulations, and other applicable directives; maintain order; apprehend offenders; protect personnel and resources; and obtain relevant police information.

***traffic control**

Includes all active and passive measures used to mitigate traffic congestion and enable the safe movement of vehicular and pedestrian traffic.

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