PREDEVELOPMENT CONFERENCE

"To be prepared for war is one of the most effective means of preserving peace" -George Washington

^[1]Conference is a gathering of people with a common interest or background, with the purposes of allowing them to meet one another and to learn about and discuss issues, ideas and work that focus on a topic of mutual concern. The Latin roots of the word "conference" mean, literally, "Bring together." A conference brings together people and ideas. In the cases of health and community work, conferences often have the goal of generating or working toward solutions to problems or broader social change.

In order for us to be ready and have plans for the future events, conferences are crucial for us as future law enforcement personnel. Through conferences, we will be able to gather information, opinions, and advice from others, which is also a good way to create connections that lead to positive relationships. In order to prepare for an immediate solution, current and anticipated issues were also discussed.

IN PHOTOS: Observation during the pre-deployment conference of the brilliant minds of Cebu City Police Office for the solemn foot procession which was considered as one of the biggest events in Sinulog 2023 in Cebu City. This observation is part of the Station Immersion which was part of the Cadet Attachment Program in completing the degree of Bachelor of Science in Public Safety.







[1] Section 5. organizing a conference. Chapter 12. Providing Training and Technical Assistance | Section 5. Organizing a Conference | Main Section | Community Tool Box. (n.d.). Retrieved February 4, 2023, from https://ctb.ku.edu/en/table-of-contents/structure/training-and-technical-

 $assistance/conferences/main\#: \sim : text = Conferences\%20 are\%20 used\%20 to\%20 bring, by\%20 any\%20 number\%20 of\%20 organizations. https://en.wikipedia.org/wiki/Crowd_control$

CROWD CONTROL

"You can only see a different perspective if you put yourself in someone else's shoes. Only they can learn compassion. Only then we can start helping each other." -Sef Azure

[1] **Crowd control** is a <u>public security</u> practice in which large <u>crowds</u> are managed in order to prevent the outbreak of <u>crowd crushes</u>, <u>affray</u>, fights involving <u>drunk and disorderly</u> people or <u>riots</u>. Crowd crushes in particular can cause many hundreds of fatalities.^[1] Effective crowd management is about managing expected and unexpected crowd occurrences.^[2] Crowd control can involve privately hired security guards as well as police officers. Crowd control is often used at large, public gatherings like <u>street fairs</u>, <u>music festivals</u>, <u>stadiums</u> and <u>public demonstrations</u>. At some events, security guards and police use metal detectors and sniffer dogs to prevent weapons and drugs being brought into a venue.

Crowd control is the process of keeping the peace and limiting the number of people in a particular area during an event. In order to assist the citizens with the greatest amount of patience and tolerance, this type of work involved the cadets in a field that demands effective communication skills. Unquestionably, all of the skills needed for this activity will be applicable and useful to the cadets' future work as public safety officers.

IN PHOTOS: Observation in the conduct of crowd control during the Solemn Foot procession of the patron saint Senyor Sto. Nino of Cebu City, which was considered as one of the biggest events of Sinulog 2023 led by the different sectors of the government and the different force multipliers in the province of Cebu.









[1] Wikimedia Foundation. (2022, December 20). *Crowd control*. Wikipedia. Retrieved February 4, 2023, from https://en.wikipedia.org/wiki/Crowd_control

UNITE

A state of unity is the result of various regions or groups coming together to form a single nation or organization. As a future servant, you should be aware of these issues because they can really help you lead by fusing your ideas with those of others to create a better strategy for the populace. Additionally, it will act as a forum where everyone is free to speak and develop their own solutions to issues pertaining to public safety.

IN PHOTOS: Observation of how the MACC(Multi Agency Coordination Center) works for the events of One of the biggest festival in the country, The Sinulog festival 2023 here in Cebu City. Here we have the opportunity to witness how the brilliant minds of the different agencies and sectors of the government working together to come up with different strategies to ensure the utmost security of the public especially the devotees of the patron saint Senyor Sto. Niño.





EARLY BIRDS

As a future law enforcer, we must always exercise arriving early or on time because it will be beneficial for you and to others as well. By being on time for work, you can demonstrate to others that you value their time, which will enhance their opinion of you. Being on time for crucial meetings can also demonstrate to your coworkers that you are concerned about their wellbeing as a whole, which can improve relationships and team morale.

As early as 2AM day 2 of Cadet Attachment Program for Cebuano Cadets commences. As shown in the photos below the Police Cadets observed in the planning of deployment for PNP personnel and other force multipliers for the Sinulog Grand parade in the CCTV control area of the Multi Agency Coordination Center of the Incident Command Post.









VICINITY INSPECTION

Inspections indeed a normal duties of an officer so cadets must learn to do it properly as aid in averting incidents, illnesses, and injuries. Inspections assist in identifying and recording events place hazards so they can be addressed through corrective action. Committees for safety can aid in the organization, execution, reporting, and oversight of inspections. If there is an overall occupational health and safety program and management system in place, frequent place inspections are a crucial component.

IN PHOTOS: Vicinity inspection and Supervision of the actual deployment of PNP personnel and other force multipliers in the different areas along the route of the Sinulog Grand Parade in day 2 of the Cadet Attachment Program.









THE HIGH-TECH ERA

^[1]Closed circuit television (CCTV) programs use surveillance cameras in public and private areas in an attempt to prevent property and personal crime. Not all CCTV systems are policemonitored, but some are (e.g. see <u>Caplan et al. 2011</u> in Newark). CCTV is designed to increase formal surveillance by making it easier for the police (or other agencies) to monitor the behavior of citizens (including potential offenders). CCTV is intended to deter crime by increasing the risk of detection for criminal behavior. CCTV footage can also be used to identify suspects in offenses that are committed within view of the camera (see more on CCTV from Piza, 2018).

Working in a technologically advanced world requires us to stay current and be prepared to use these tools effectively when conducting law enforcement. We should be able to use these tools, specifically CCTVs, as a tool to monitor and uphold peace and order in your community as a future officer.

In photos: Alleged thieves or pick pockets were being caught on the act on the high-tech CCTV cameras installed in Cebu City after a dozen of victims including foreign nationals approached for help inside the Command Post for the Sinulog Grand Parade event during the day 2 of Cadet Attachment Program.









[1] Closed circuit television (CCTV). The Center for Evidence-Based Crime Policy (CEBCP). (n.d.). Retrieved February 4, 2023, from https://cebcp.org/evidence-based-policing/what-works-in-policing/research-evidence-review/cctv/#:~:text=CCTV%20is%20designed%20to%20increase,of%20detection%20for%20criminal%20behavior.

FLAG RAISING

^[1]The purpose of the ceremony is to honor the flag. It is a way of showing love and respect for one's country. Flag ceremonies may be used for opening or closing meetings or special events, honoring a special occasion or person, or retiring a worn flag.

Indeed cadets honed and trained with respect to its country as what we always observed with their drills and parade. As a future law enforcer, we must continue to exercise this simple manner of attending flag raising not on the purpose of just starting or ending the week but rather to show gratitude to our motherland.

IN PHOTOS: Cebu City Police Office Traditional Monday Flag Raising Ceremony and 29th PNP

Ethics Day Celebration with the theme: "Serbisyong may Malasakit, Kaayusan at Kapayapaan tungo sa Kaunlaran, handog ng Pambansang Pulisya kabalikat ang Simbahan at Pamayanan" with ATTY. COLLIN N ROSELL Secretary of the Mayor held at Camp Sotero Cabahug Gorordo Ave. Cebu City on January 16, 2023.

Likewise, deserving PNP personnel were given recognition during the ceremony.







[1] Flag ceremonies - GS leader info. Google Sites: Sign-in. (n.d.). Retrieved February 4, 2023, from https://sites.google.com/site/gsleaderinfo/traditions/ceremonies/examples/flag-ceremonies

COURTESY CALL

^[1]Courtesy Call- PNP members who are newly appointed or assigned in a unit or command call on the chief of the unit or command and to other key personnel for accounting, orientation and other purposes.

One of the tradition in PNPA is the courtesy call. Cadets will be able to visit the Lakans or their upperclassmen during this activity whenever they have weekend passes or have official businesses. The goal of this activity is to build a bridge between PNPA's past and present cadets. As future leaders, we must always remember the upperclassmen who guided us and taught us the skills necessary to develop into well-educated, morally upright men.

IN PHOTOS: PNPA cadets of Cebu City Police Office conducts courtesy call to PBGEN Jerry F Bearis, Regional Director Police Regional Office 7 and his different staffs. The Cadets was able to grab the opportunity to listen to their upperclassmen who they considered as their Idols. They emphasize the importance of good service reputation, clean and snappy track record and integrity as the key to success in the life of a law enforcement officer.









^[1]Napolcom / National Police Commission. (n.d.). Retrieved February 4, 2023, from https://napolcom.gov.ph/pdf/pmII.pdf

B.I.D.A PROGRAM

"Every moment in your life is a second chance"-Rick Price

^[1]Police-community relations is a term that can encompass everything from the physical interactions between officers and civilians to the intangible emotions between them such as respect and trust. Essentially, police-community relations are the relationship between the police and the communities they serve. Healthy police-community relations are synonymous with a healthy community.

When both entities are working together toward the same goal, everyone benefits. Police depend on the community to report crimes, cooperate as witnesses, and even look out for themselves and other officers. Police work runs much more smoothly with the trust and cooperation of the community. This results in lower crime rates, more effective police investigations, and an overall safer community.

Leading with a purpose is essential to promoting programs for the general public. Participating in such an advocacy now as a potential leader will help you hone the serving and communication skills you'll likely need in the workplace later on. Your abilities to connect with the public will improve as a result of participating in this kind of activity. Participating in activities like BIDA will, more importantly, help close the gap between the community and the police, fostering good relationships that will pave the way for future collaboration. In the event that this takes place, it will be extremely beneficial in reducing crime and other issues in our nation.

IN PHOTOS: At about 9:30 AM, January 18, 2023 personnels from Cebu City Police Office together with PNPA Cadets conducting the Cadet Attachment Program, launched the PRO 7 Operation second chance B.I.D.A.(Buhay Ingatan Druga Ayawan) Drills and Ceremonies, where all drug advocates from different barangays of Cebu City were invited to join the program. This program was originally made by our Regional Director PBGEN Jerry F Bearis to engage the community especially those drug advocates in this program because he believe that thru drills and ceremonies and other militaristic approaches would instill the utmost discipline of the people. Also in addition other sections of the office like the PNP health service provided medical and dental support to the advocates to let them know that we care for them. This program also is in connection with the KASIMBAYAN program of our CPNP which relates to what our PNPA Director always said to us that to win the heart of the community is thru a strong Police Community Relations because at the end of the day, how can we get the cooperation of the public against crime prevention and detection if we the Law enforcers were not able to show the community the trust that they expected from us.

Revitalized KASIMBAYANAN program of the PNP is designed to strengthen the collaboration between the Police, Religious Sectors and the Community to attain a safe and peaceful community.







[1] Closed circuit television (CCTV). The Center for Evidence-Based Crime Policy (CEBCP). (n.d.). Retrieved February 4, 2023, from https://cebcp.org/evidence-based-policing/whatworks-in-policing/research-evidence-

review/cctv/#:~:text=CCTV%20is%20designed%20to%20increase,of%20detection%20for%20criminal%20behavior.

ADMINISTRATIVE BRANCH IMMERSION

[1]Administrative work includes filing information, managing an office and its supplies, answering and directing phone calls, writing and answering emails and scheduling appointments,

As we saw during our tour in the administrative branch of the Cebu City police office, performing administrative tasks in the field of law enforcement is not an easy task. As new officers of the Philippine National Police, the work simulation did give us knowledge and experience that will be useful in the near future. We learned that high-tech tools can also be used to store data and documents.

IN PHOTOS: Cadets from Cebu City Police Office was able to have the opportunity to observe the administrative branch of the said office where they have to gain experienced based knowledge from the personnels of the office particularly on how the handling of documents, communication and disciplinary actions works. Most of the documents of the PNP personnel now a days were being stored online on the system that the PNP used since 2019 called online PAIS(Personnel Accounting Information System). The cadets also learned on how to manage personnels with regards to their tasking because as a future officer they will lead men on the grounds that is why it really impacts on how decision making is so vital on being an officer.









[1]What is administrative work? (with examples) - indeed. (n.d.). Retrieved February 5, 2023, from https://au.indeed.com/career-advice/finding-a-job/what-is-administrative-work

LOGISTICS AND SUPPLY BRANCH IMMERSION

As a future officer, touring the Logistics and Supply division taught me a lot about how the office operated in terms of inventory, supplies, and equipment that will be extremely helpful in my future work. In addition to performing maintenance on PNP vehicles, armaments, and other equipment, providing transportation services to support PNP operational as well as administrative activities, implementing effective management control through accounting and monitoring of PNP supplies and equipment, offering EOD assistance and training upon request or in accordance with higher headquarters, and disposing of PNP property and equipment that are beyond Economical Repair (BER);

IN PHOTOS: Cadets from Cebu City Police Office observe the Logistics and Supply Division and how the flow of work inside the office from the proper entry, inventory, distribution and disposal of PNP supplies and equipments.

The Logistics Support Service was originally established in the year 1958 named as The Philippine Constabulary Central Supply Point to support all Constabulary Units in its law enforcement and internal security operations. Later in 1963, pursuant to G.O. Nr. 155 it was changed to Philippine Constabulary Support Group (PCSG). Years later, it was again renamed as Philippine Constabulary Logistics Unit (PCLU).







FEEDING PROGRAM

"Every situation in life is temporary. So, when life is good, make sure to enjoy and receive it fully. And when life is not so good, remember that it will not last forever and better days are on the way." -Jenni Young

Participating in feeding programs made me understand the value of giving. As a leader, we must constantly keep in mind how other people are doing. If we are fortunate, we should pass that good fortune on to others. This kind of program will help Cebu City Police detainees who are suffering from hunger and malnutrition.

IN PHOTOS: Members of PNPA Masidtalak Cl-2023 together with the personnels of Cebu City Police Office joined the feeding program for the detainees headed and sponsored by the CCPO Advisory Council as part of the Police Community Relations activities.

One of the fundamental keys to successful law enforcement is good police-community relations, or the relationship between the police and the communities they serve. Good police-community relations are imperative for developing trust between police and citizens. Without this trust, police work becomes much less effective. Even if the police officers are preventing crime, the people may not feel safe because there is no trust. Other times, officers are fighting an uphill battle trying to get communities to work with them to fight crime.







OPERATIONAL BRANCH IMMERSION

I learned about the roles of patrol operations, investigative operations, and special operations in police work while taking a tour and learning about the operational branch's office. In fact, I'll be able to use this when I eventually start working in law enforcement. The operational branch also has a broad range of responsibilities; I learned that keeping the town safe and orderly requires a lot of patrols, inspection, and investigation.

[1] Police operations encompass all duties and practices implemented in law enforcement by police. Identify the development and functions of patrol operations, investigation operations, and special operations in police work. Understanding what it means to be an officer means understanding the complete set of responsibilities, duties and practices of police work, which we can just call police operations. Police work contains a great number of duties and responsibilities.

The first category is patrol policing, which is the enforcement of law by officers directly working in and moving around a community. When you think of a police officer, this is probably who you're picturing. Police patrols have changed a lot since they were first really established in the 19th century, but their duties can be summarized in four ways.

First is crime prevention, stopping crime before it occurs. This can happen through various acts of deterrence, the most basic simply being maintaining a police presence. Having police patrolling neighborhoods reduces the opportunities for crime to occur and deters criminals. Patrol officers are also in charge of law enforcement, or stopping people who are breaking laws. This is why officers have the legal authority to arrest and detain.

Now, patrol officers deter crime and apprehend suspects for committing a crime, but many crimes are committed when no one is around to see it happen. That's why another major operational duty of police is investigation of crime scenes and criminals. Basically, this means identifying a crime scene, recovering clues, and locating a perpetrator. This requires a different set of skills, including forensic analysis and creating psychological profiles of potential suspects. Police involved in investigative work often deal very closely with prosecutors to ensure that all of the evidence needed to secure a conviction is found and properly handled.

That is why as a future law enforcement officer it is very important to have knowledge on how operations section works because it has a huge contribution on the flow of law enforcement in a community.

IN PHOTOS: Cadets of PNPA Masidtalak CL-2023 assigned in Cebu City Police Office were observing inside the operations section of the office during the 9th day of their Cadet Attachment Program (Station Immersion).







[1] Take online courses. earn college credit. Research Schools, Degrees & Careers. Study.com | Take Online Courses. Earn College Credit. Research Schools, Degrees & Careers. (n.d.). Retrieved February 5, 2023, from https://study.com/academy/lesson/police-operations-development-functions.html

PINK BLOTTER

We now have gender equality, and our law currently places more of an emphasis on the rights of women and children than it does on the rights of men, according to my observation with the Violence Against Women and Child Office. As a future law enforcer, I should be able to put all the knowledge I gained from this tour to use in handling situations and defending the rights of women and children. I am certain that I will be able to apply these concepts to my job as a community defender and server in the future.

[1] For the purpose of investigation of VAWC cases, the PNP-WCPD shall have the following duties and functions:

Upon the receipt of complaint, the WCPD officer shall conduct appropriate investigation which includes, but is not limited to, taking the formal statement of the victim-survivor and collecting other evidence necessary for the filing of the case;

Immediately after taking the essential elements of information during the course of investigation, the WCPD officer shall refer the victim-survivor to the nearest PNP Crime Laboratory and/or hospital or any medical facilities for appropriate medico-legal examination. It shall be the WCPD officer's duty to ensure that as far as possible, the examining physician must be of the same gender as the victim-survivor, especially in sexual violence cases;

Except in the case of a child who is a victim-survivor of the Act, by which other existing laws require immediate presence of the unoffending parent or guardian and social worker, only persons expressly authorized by the victim-survivor shall be allowed by the WCPD officer inside a room where police investigation as well as the medical/physical examination are being conducted in private;

Ensure the confidentiality of identity of the victim-survivor and all other parties directly involved with the case under investigation. For this purpose, the WCPD officer must maintain a separate blotter on crimes committed under the Act. Under no circumstances shall any police officer allow media access to information concerning VAWC reported to PNP;

After the conduct of police investigation, the WCPD officer shall refer the victim-survivor to the social worker of the LGU, any available DSWD shelters, NGO's and other service providers for psychosocial intervention and other rehabilitation programs;

The WCPD officer shall forward complaint sheet or the investigation report, together with the relevant evidence, including the formal statements of witnesses and result of medico-legal examination, to the prosecutor for filing of appropriate criminal action;

If victim-survivor is found to have manifestations of the battered woman syndrome is validated by past police records and testimonies from witnesses in interest, the WCPD officer shall inform the punong barangay, the local social worker, or the concerned NGO's, local professional or civic groups in the area for appropriate psychiatric and psychological evaluation which may form part of the evidence to be presented in court;

Assist in the application and enforcement of the provisions of the protection order as may be issued by the barangay or the court;

Respond, with the assistance of other police personnel, barangay officials, and other parties in interest, to a call for emergency assistance to ensure immediate protection of the victim-survivor by entering the dwelling if necessary whether or not a protection order has been issued;

In case where the perpetrator is armed or in possession of deadly weapon in plain view, cause the confiscation thereof with the assistance of other police personnel;

Effect the arrest of the perpetrator by virtue of a warrant issued by the court pursuant to existing laws. In the event that any crime under the Act has been committed, is being committed or about to be committed, or that any police officer has personal knowledge of the fact indicating the commission of such time, it shall be his or her provided the offender shall be proceeded in accordance with section 5, Rules 113 of the Rules of Court;

Except when the victim-survivor is deemed more secure to stay in their place of residence, in which case the perpetrator has been removed by virtue of protection order issued by the barangay or the court, the WCPD officer or any designated police officer shall provide assistance to help facilitate the transfer of the victim-survivor to a safe place of her own choice, including the removal of some of the victim-survivor's personal belongings;

Monitor and follow up any case in violation of the Act that has been filed in court. In this regard, the WCPD officer must maintain a periodic assessment report of all cases reported to the police in violation of the Act; and

Participate in multidisciplinary mechanisms to help address the protection needs of the victimsurvivor of VAWC.

IN PHOTOS: Observation inside the Women and Children Protection Desk of Cebu City Police Office Station 1, Parian Police Station headed by PMAJ EFREN D. DIAZ, Station Commander.







[1] Women and Children Protection Desk. PAVIA POLICE STATION. (2014, March 7). Retrieved February 5, 2023, from https://paviapnp.wordpress.com/women-and-children-protection-desk/

POLICE AND COMMUNITY RELATIONS

"Community is the people living in one particular area or people who are considered as a unit because of their common interests, social group, or nationality"

While touring the office of Police Community Affairs and Development, I discovered that police and citizen relations play a crucial part in preserving order in the community. Our government also offers several programs to uphold public safety, peace, and justice in the institution. I ought to develop my interpersonal skills as a prospective public servant. I am convinced that what I learned from this division will assist me to get the confidence I need to engage with the community and offer services full -heartedly.

^[1]PNP PCR Master Plan "Tagataguyod" provides the guidelines and procedures in the overall strategy on Police Community Affairs and Development (PCAD) which emphasizes intensifying community support and raising positive public trust and perception of the organization towards a safer and more secure community through effective crime prevention and crime solution activities. Further, it will bring forth a more comprehensive policy that adapts to a fast-changing environment amid technological shifts and socio-cultural transformation in an information society, as well as intensifies police-community partnerships as the key to ensuring security, public order and safety.

The Philippine National Police as an organization is a part of the community it serves. For the police, Community represent a source of both support and complaints and most importantly, Community is the final measure of the quality of Police service and the effectiveness of the Police department. The concept of community relations, is not simple matter of dialogue and agreement on some issues. Instead, it consists of a carefully structured program involving both community and criminal justice system participation. There is a need for good community relations, but the responsibility for its success cannot rest solely upon the police or any other single agency of criminal justice system.

That's why as law enforcer we should be well equipped in terms of knowledge and skills to interact with the community because as we all see nowadays PCR surrounds all aspect of police work.

IN PHOTOS: Cadets of PNPA Masidtalak Cl-2023 assigned at Cebu City Police Office was able to observe the flow of work inside the PCR branch of the said office especially the PCAD Master Plan Tagataguyod where strong relationship between the police and the community were given emphasize to obtain utmost rating in terms of crime and crime prevention to the whole city.





[1] Leyaley, J. S. (n.d.). Police Community Relations Program in the selected Barangay of Tabuk City. Psychology and Education Journal. Retrieved February 5, 2023, from http://psychologyandeducation.net/pae/index.php/pae/article/view/4912

INFODRIVE

"The youth is the hope of the future"-Dr Jose Rizal

After witnessing the non-commissioned officer's graduation ceremony at the south campus of the University of San Carlos Junior High School, I came to the conclusion that young people remain the country's best hope. We ought to have given them the chance. As our country's next leader, you have the chance and the time to develop. By taking part in these ceremonies, I improved my public speaking abilities, which I may utilize in the field of public safety.

IN PHOTOS: PMAJ JESIREE S. BASITAO, Chief CADU together with the cadets of Cebu City Police Office participated in the graduation rites of the non-commissioned officer of the Citizenship Advancement Training Unit, University of San Carlos Junior High School south campus. Further the cadets also grab the opportunity to have an INFODRIVE about the academy for these young cadets of the CAT.







POLICE VISIBILITY

Knowing your obligations and responsibilities as a police officer includes understanding the value of police visibility. I discovered that if the community has issues that need to be addressed, we, the police, should be readily accessible to them. By doing this, we will also gain the public's trust, which will help build a better community with lower crime rates, an environment free of disorder, and problems.

[1] The police visibility in the community is a successful policing of the PNP officials working cooperatively to identify and deal with crime and quality of life within the neighborhood. Police responding to citizen's concerns relating to

crime and public safety, implementing crime prevention initiatives, and maintaining the quality of life was the a mission of the Philippine National Police.

Thus, effective policing on police visibility within the community is essential to the police relationships to the community. Increasing the law enforcer's effectiveness in enforcing the law, reducing crime and maintaining peace is a vital sign of peace and order with the community. It can further strengthened initiating programs to make the community feel safe with the police. When every citizen feels safe in the community, trust and confidence in the police is regained. Thus, it will be easier to solicit their support in all police programs to attain genuine peace and security. In so doing, the Philippine National Police shall be a more accessible and indispensable partner of the community in more efficient and effective services.

According to RA 8551, "The Philippine National Police shall be a community and service—oriented agency for the maintenance of peace and order and public safety. The PNP shall be so organized to ensure accountability and uprightness in police exercise of discretion as well as to achieve efficiency and effectiveness of its me mbers and units in the performance of their functions".

IN PHOTOS: Cadets of Cebu City Police Office joined the foot patrol conducted by the personnel of Cebu City Police Station 5 inside Carbon Public Market which was headed by PMAJ KENETH ALBOTRA, Station Commander.







^[1]Scribd. (n.d.). Police visibility. Scribd. Retrieved February 5, 2023, from https://www.scribd.com/document/428928401/Police-Visibility