



Curriculum Development Model

24 Hour Temporary Holding Facility Course

Introduction

The Milwaukee Police Department (MPD) has an interest in ensuring that police temporary holding facilities adhere to department rules, procedures, and policies. The prisoner population managed by our municipal lockup personnel is transient and afflicted by a statistically significant level of mental and physical problems. Of primary concern is that district and the prisoner processing section lock-up environments can be perceived as detrimental enough by prisoners so that unfortunate and tragic periodic incidents of attempted or completed suicide occur.

As a result, the Milwaukee Police Department approached and was approved a ten thousand dollar grant funding by the Wisconsin Department of Justice to develop a temporary housing facility course to address the previously stated lockup concerns. The curriculum presented in this course was designed to provide department personnel assigned to district and PPS booking duties with the basic knowledge they require to be fully competent to meet obligations they have in fulfilling this critical job. It is also designed to set professional standards of performance for department municipal lockup facilities.

Generally, most literature that addresses booking issues primarily comes from the area of longer term incarceration (jails) and not from short term detention. This course focused on the short term holding cell and/or detention room. For the purpose of the course this is defined as “a confinement area at a municipal police station designed to safely hold prisoner(s) for a temporary period of time”. Finally, the model used to develop this course targeted reviewing and integrating into the course policies and procedures used by officers during a “normal” arrest of one to two people. It is understood that abnormal circumstances (riots, protests, etc.) may require deviation from “normal” booking requiring permission from higher command. But the focus of this training is the normal booking procedures and processes.

1. A **Twenty-four Hour Training Program** for police officers assigned as departmental bookers in Lock-up Procedures with a specific focus on Suicide Prevention. The key elements of this program are Instructor and Officer Course Manuals.
2. **Resource Materials** composed of both print and digital material on a CD-ROM that is designed to support learning after the course has been completed.
3. A **Series of Instructional Modules** that include the specific information presented by practicing police officer instructors that integrate their expertise into the theoretical construct around which the program was designed.

Curriculum Design Philosophy

The design process used in this program has the following philosophical elements:

1. Outcome Based – the design of all elements within the course have been structured around the clear description of behaviors and knowledge to be acquired by officers participating in the program.
2. Pragmatically Focused – three key areas of knowledge are integrated into each teaching module. These are:
 - ✓ Law enforcement theory, the academic and research knowledge that informs best practice;
 - ✓ The specific regulations, procedures, and legislative requirements that drive policing for the Milwaukee Police Department; and
 - ✓ The personal experience of officer instructors and students as they interact in the course.
3. Academically Rigorous – the design process and program format are modeled on the best practices of both higher education and police training. They have been adapted by the author to meet real needs of practicing police officers. The grounding instructional model has been focused on integrating contemporary adult education learning theory throughout all phases of design.

Program Development Cycle

The following stages of development have been implemented. These include in order of occurrence:

1. Obtain Appropriate Funding
2. Hire Program Author
3. Define Program Core Objective(s)
4. Conduct Research
5. Qualify Research Data and Expand Study as Needed
6. Define Individual Module Content
7. Define Individual Module Outcomes
8. Define Time Required for Training
9. Define Physical and Support Resources and Obtain Same
10. Define Methods of Evaluation
11. Write Course and Supporting Instructional Materials
12. Provide Instructional Materials to Instructors
13. Integrate Instructor Comments and Suggestions into Program Content
14. Conduct Training
15. Evaluate Program Based on Student and Instructor Feedback
16. Revise Program
17. Begin Process of Training Again

Content (Instructors Manual)

The Introduction to Instructors contains an overview of instructions methodologies and teaching technique designed to support Adult Learning. An evaluation instrument is included (Course Monitor Form). Each Module has the following components:

1. **List of Performance Objectives for Module** – Outcome based statements specifying expected levels of student performance.
2. **Module Overview** – A narrative of the reasoning behind for guiding module teaching and/or learning.
3. **Individual Objective Statements** – A narrative of the knowledge and skills required to successfully learn the lesson.
4. **Suggested Methods of Instruction** – Including suggestions for content presentation which include:

- Demonstrations with Discussions
- Discussion Group
- Documented Problem/Set Solution Technique
- Lecture (Basic Format)
- Simulation
- Video/Realia/Photos

Note: Each Instructor was provided an augmented and expanded course PowerPoint™ (PPT) by the curriculum author. After the instructor modified the PPT to meet his/her instructional needs the altered PPT was returned to the academy. Each PPT was then vetted by the curriculum author for model conformance and instruction form. The program was designed so that on-going revision of instruction is accomplished through instructional PPTs. This provides the course with longitudinal stability (in recognition of this format the Instructor and Student Manuals are changed only when over-riding needs dictate).

5. **Evaluation Instrument(s) (i.e. Quiz, Test, Observation Criteria)** – The primary method of evaluation used in law enforcement training is observation. Train the officer, have the officer “do” the training, and observe his/her competency to successfully complete the task. Within this course of study observed outcome completion and dialogue with students during the module instruction will provide sufficient instructional feedback regarding successful learning. If and when the need to create extensive testing is required (i.e. certification) then appropriate tests will be created and implemented into the curriculum.
6. **Stakeholders** – Many organizations contributed to the development of this program of instruction. A critical focus of this work has been a commitment to investigate police practices that can lead to diminished arrestee health during the period of time an arrestee

is held in departmental custody. The data gathered to assemble the content of this course involved drawing on the accumulated knowledge and experience of a wide range of diverse stakeholders. This included participation by the following agencies:

- a. Milwaukee Police Department
- b. Milwaukee County Sheriffs Department
- c. Milwaukee County Jail
- d. Office of District Attorney for Milwaukee County
- e. Milwaukee City Attorney Office
- f. Milwaukee County Crises Line/Mobil Team
- g. Milwaukee County Department of Mental Health
- h. City of Glendale Police
- i. Greendale Police Department
- j. West Allis Police Department
- k. Milwaukee Medical Examiners Office
- l. Wisconsin Department of Justice
- m. Wisconsin Department of Corrections

Train the Trainer

Conducted on October 12, 2005 by Dr. Lifvendahl with Staff Instructors at the Police Academy. The following outcomes were achieved:

As a result of this instruction the instructors demonstrated the ability to, as an Individual

1. Describe the curriculum as a whole
2. Describe Best Practices of Law Enforcement Instruction
3. Apply teaching techniques in alignment with Course Outcomes
4. Define methods for creating Final Test Questions

As a Team (at the end of the week)

5. Produce PowerPoint™ and support materials appropriate to your module of instruction
6. Evaluate materials produced by the team
7. Integrate critique into final course materials
8. Formulate Final Test Questions for each teaching module

Evaluation Information

Session Totals	
No. of Evaluations	577
Average Score for the Full Course	91.85
Total Numbers	
Positive Comments	42
Negative Comments	4
Informative Suggestions	52

Participant comments about both the quality of the course and instructor ability were highly supportive. Generally, participants voiced gratitude for being able to take the course and appreciation for the difficult job “bookers” have. It was gratifying to observe a desire on the participants’ part to have this course expanded to include all officers. Areas of improvement centered on instructor communications and the increased need to provide visual (video) support for training.

NOTE: all references to the names of individual police officers (instructor, command or participants) have been deleted to insure anonymity. Otherwise the comments are exactly as received from the end of course evaluations.



Appendix A – Subjective Evaluation Findings

The following are comments taken from the evaluations for the “Temporary Holding Facilities” training.

Dated 1/04/2006

“...have in-service so all officers can get on same page.”

“Booking procedures should be emphasized in Recruit Training. That includes how to properly search prisoners.”

“Amend SOP to be consistent with new booking procedures.”

“Very informative and useful.”

“Revise SOP for prisoner monitoring. It is not realistic in expectations.”

“The SOP needs to be changed to meet the requirements of the new booking procedures.”

Dated 1/05/2006

“I think an emotional training course should be added for bookers. This would help assist the bookers emotions to help clean the prisoners state of mind.”

“I think you are doing a very good job recognizing the importance of the bookers role. The sincere praise will make the job more desirable for new officers.”

“I think that this was some very good training and that it was given to the right people. It was a reminder of the little things that we sometimes forget and it’s the little things that save lives.”

“Need to present info on excited delirium.”

“Very good training refreshing my memory on DAAT was excellent.”

“Wall Stun demonstration was very useful, and should be given to all officers at the next in-service.”

“Worthless.”

Dated 1/06/2006

“Discuss special needs when dealing with juvenile prisoners.”

“This 3-day session should be taught to all incoming officers, because most new guys are made bookers.”

“Instead of all the touchy-feely shit (ie. cultural sensitivity) we learn at in-service, we should learn more about life threatening/Dept. liability training (ie. SCBA, cell evacuation). Lives are more important than feelings.”

“Familiarization with the SCBA is extremely helpful, especially considering most officers are not familiar with the device or have ever seen it.”

“The training was very good.”

“The emphasis on cover officers and suicidal assessment will cause me to change how I do some on my booking!”

“The discussions have been helpful in that it allowed information to get out and be shared so everyone is on the same page.”

“The day was most informative.”

“All officers should go through this training so they know the rules of the booker and cover officer. It seemed like a few of the supervisors asked a lot of booking questions. I believe all supervisors need to be booker trained as well.
...if so, they would better understand the system
...if so, they would be able to explain to other cops why booking system is slow and be able to know booking procedures.

I have never seen SCBA before. It was great to see and have hands on the SCBA equipment. I believe all departmental personnel should become familiar with the SCBA gear.”

“More hands on. Excellent job.”

“Very good.”

“Very informative and thought provoking enough to make you think about the way we are booking and processing prisoners. Through the interaction, a lot of knowledge was passed on to those who may have been too smart to ask.”

“SCBA-great training-all department members need this training.”

“The course was well needed. The officers did an excellent job. I did not think as much would come out of this as it did.”

Dated 1/09/2006

“Selecting officers to be bookers: I see officers, male and female, as bookers that don't care to be bookers. These officers don't know or want to know the booking process. In turn, these officers are then given the assignment of training new bookers. This causes more problems down the road. This course is way over due. Our booking system should be uniformed through out the department. I was glad to see supervisors attend this course. The relationship between

bookers and supervisors/shift commanders is very important. A lot of concerns I have regarding the booking process was addressed in this course.”

“Make it one day, two tops. Prostitution should be legalized.”

“This training is overdue.”

“Milwaukee County Sheriff representative to address class and answer questions.”

“Have a member of the sheriffs dept. CJF answer questions and state their concerns.”

“I enjoyed the instruction. Much was gained from this session. I am very enthusiastic about learning more about this subject.”

“Very good. Every officer should go through this training so every officer can be held accountable.”

“Everyone should have this training and be trained as a booker and be familiar with the computer system.”

“Supervisors are not trained in the CMS system. To be talking about specific entries is a waste of time for them. Some areas of training being discussed is beyond the duties of the bookers. This area should be reserved for supervisors only. Three days for supervisors is much too long.”

“Put medical alert # on blue cards or number of contacts. Makes arresting officer and booker aware of condition.”

“More visual aides or section on State Laws and what we can and cannot do. The class was very informative, but kind of was a bitch session at times. The

“Class should be held for all officers because some of the patrol officers do not know what is expected of their roles in the booking procedures. Also, there should be a guideline to follow that is implemented by all districts on what PPS and CJF wants from us. Too many places do things their own way and it gets confusing.”

Dated 1/10/2006

“I thought it was a very good idea to have department members who are currently in the field or position regarding the subject matter (booking, searching, etc.) instruct the material.”

“Unfortunately, some bookers don’t want to be bookers. Therefore, they don’t care about the job that has to be done. They make more work for the booker that proceeds them. Supervisors usually assign people to booking instead of asking for volunteers who actually want to be there. Booking is not the greatest job for most officers, and sometimes the duty falls on the officers that don’t like the job but it still must be done. There is a need for regular bookers at all districts. When we had a regular booker on each shift at district 5, booking prisoners in went smoothly. When the shift began a rotation of bookers, the problems began.”

“The training was very informative. All aspects were clear and well organized. Questions were answered when asked. Interaction with class was helpful.”

“Much time was wasted today with multiple instructors teaching different topics. Repeated areas when did not apply to the topic being taught at the time. Example...with a 2 ½ hour block of instruction on cell extractions, the instructor spent 45 minutes in the morning talking about it even though he prefaced his talk several times with ‘we will cover this in the afternoon’.”

“Place emphasis on search before conveyance of prisoners to the district. Thorough search for weapons, especially the crotch area. Weapons can be easily hidden in the crotch area of male prisoners. Critique one or two deaths in custody and discuss possible contributing factors, ie cell block checks or the lack of them. Also, any after action procedures that may have been employed to prevent injury occurrences of this type of in custody death.”

“Good instruction and good interaction among students.”

“Very fun today.”

“Excellent training, we need all officers to go through this training because if we don’t they will say I was never trained, especially sudden death.”

“Excellent training.”

“Great job-lots of great information.”

“More videos and slides. Try and get videotapes of what to do and what not to do.”

“There must be hundreds of videos of resisting or dying or fighting prisoners. I think we could learn a lot from these and add a lot of interest to what can be dry material. Why would a cover officer use a wand while the booker is doing a frisk? Do you know the purpose of a cover officer?”

“Subject matter was important and informative. However, I feel this could have been covered in 2 days.”

Dated 1/11/2006

“The overall training was very informative and other items/information that needed to be reiterated, was.”

“The overall program was very informative and contained very valuable, useful information. Thank you very much for everything, greatly appreciated.”

“Today’s training should have been the focus of the course. Over the 3-day period, this should have been covered more. Because there is a lot of ‘down time’ in many courses, is it possible to have concurrent training in firearms instead of calling the officers in off the street instead. This concurrent training would last only 1 hour.”

“All aspects of training were informative. The instructors were knowledgeable about the content. I was pleased with the format as well as the overall content.”

“Excellent course. I learned several ways to record property, monies, and medical information for a more accurate booking record. Overall, I enjoyed and learned quite a bit from this course. Very good work, material, and instructors.”

“Get more scissors and flexi-cuffs in the wagons.”

“Maybe have the bookers learn how to go through the arrest package before giving it to PPS wagon.”

“I think this was a very worthwhile course. Thought provoking. I was pleasantly surprised with the training, the level of expertise of the instructors and the entire curriculum.”

“Excellent and overdue.”

“All of the instructors were articulate and knowledgeable.”

“Course is flawless. Very good course....excellent use of time. Keep up the good training. New recruits should take training.”

“Evacuation, suicide and special needs procedures were very helpful. This training should be required for all bookers and wagon personnel and new recruits coming on the job because the new recruits are the ones that end up booking.”

“Continue to emphasize the need to conduct thorough medical intake screening and document actions needed and actions taken regarding ‘Yes’ answers and special circumstances. Shift commanders are ultimately responsible but the arresting officers, conveying officers and the booking officers are the first line of defense in properly assessing persons in custody.”

“If possible, have someone from the County to come in and greet each class so that we can understand their inner workings, procedures, and policies. Also, to give us a chance to ask questions of what is expected of us from them and vice versa.”

“Due to new procedures (PPS) a video should be made showing all PO’s how the procedure takes place. Some PO’s are not aware that prisoners are to be handcuffed. Some still don’t comply with the new procedures the way they should. They still use old way of booking. Slowly, most are becoming aware this could be done at in-service. All supervisors should be given this instruction so they can review this on occasion with PO’s at their respective districts. Good job stressing SOP.”

“The entire three day training session was informative and presented well. It would be helpful though, if the SOP detailing the things covered in this training was published upon the kick off of the training session.”

Dated 1/16/2006

“Good topic, was informative, as well as a refresher. Topics were covered in a brief manner, not taking up a lot of time, was easy to stay focused and not seem boring or dragging on.”

“This is a much needed course and should be presented to each member of the department. It should be added to the in-service curriculum.”

“Attendance should be made mandatory for all officers. I think the people here understand the importance of booking. It’s the cops who never book that don’t. The training doesn’t need to be as comprehensive as this. It could be as simple as ‘fill out your PA-45 before coming in to the booking room’ or ‘Don’t come into the booking room with your gun in your holster’. If booking is going to be taken seriously and there are all of these liability issues, then prisoner well-being should be made more of a priority. Supervisors must act more quickly when problems arise and when they do act; it should be more than a priority 4 call. A prisoner in need of meds shouldn’t have to wait an hour for a squad to become available.”

“There was, I’m afraid, way too much down time. I believe the time allocated must be re-evaluated and adjusted.”

Dated 1/17/2006

“More practical applications with cell extraction.”

“Good instructors knowledgeable and kept it interesting.”

“Let the instructor in charge of teaching, teach. Too many instructors would interrupt to add things and the topic would be lost, and then you have lost focus on the course of instruction. Too many cooks spoil the broth.”

“Officers should be told, during regular in-service, that warrant #'s should be gotten from computer screen on console operator for blue card prior to bringing prisoner to booking room.”

Dated 1/18/2006

“Instructors really should intro themselves and provide their credentials that allows them to instruct other members. Instructors must communicate with each other since they’re not in the classroom all three days. I think you had our attention for most of day one and day two, but you probably lost all of us during the presentations (lecture) in the early am of day 3. The video of the pretend hanging was terrible! It’s outdated and the acting was terrible. We couldn’t find a newer tape? I bet there are some on ‘In the Line of Duty’.”

“When known, previous med alerts should be listed in Tiberon with date and code. Too much repetition on day 3. Medical intake and prisoner assessment should be combined. Power point should start with how and when to enter info on Tiberon screens.”

“There was too great an emphasis on getting sued and the liability which isn’t necessarily bad, but possibly state it in a way that isn’t so negative; like by stating if you are doing your job the

way you are suppose to and not cutting corners your risk of being held liable is lower-granted you will probably still go through the process just not take a day. Much of the information covered in the three-day training was very useful to me as an acting desk sergeant. There were a lot of responsibilities of the desk sgt that were covered that I as an acting desk sgt was not aware of.”

“More videos. Power point and lecture can get dry and uninteresting. Overall, a very good three-days. Learned some new things and refreshed my knowledge on topics I had forgotten.”

“Enjoyed the training.”

“Cut the medical examiner tape.”

“I think every officer should take a condensed version of this training. I also think officers and supervisors should take the course separately. At times, I felt the supervisors in the class were not receptive or understanding to the concerns of the officers. The supervisor-instructors were receptive and did an excellent job instructing.”

“The entire department should receive this training ASAP. I was impressed with the professionalism from the staff who taught the THF course. It was apparent that they were prepared and that they took this topic seriously. I appreciate that. Thank you for the refresher.”

“The training was great and very informative. Excellent instructors.”

“The dept should assign two bookers per district, per shift. Two bookers could split the duties assigned. Two bookers would eliminate the need for conveying officers to remain with their prisoners. A second booker could monitor special needs prisoners without disrupting the booking process.”

Dated 1/23/2006

“The material taught by the instructors were very clear. Things that we already know but take for granted. Common sense on our part is what is important.”

“As the instructors stated some of this is review. However, it was covered very well.”

“This is a good training session.”

“I feel all officers should receive this training.”

“Very good training. Excellent presentations. Very important data.”

“This class should be taught to all officers.”

“I think the class was needed, but too long.”

“My suggestions would be to have an up-dated SOP or some type of guideline for the bookers so we could follow in case we have questions.”

“Do not suggest that there is a SOP answer and a real answer. If you don't agree with the SOP answer, get the SOP changed or keep your differences to yourself. This creates an opinion that SOP is not for everyone. All officers should be exposed to this training to a degree-so they too understand some of our basic rules...etc.