# COMMUNITY POLICING FOR LAW ENFORCEMENT MANAGERS

PREPARED BY THE OFFICE OF SECURITY PROGRAMS
UNIVERSITY OF ILLINOIS AT CHICAGO

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December 1, 1995

Dear Colleague:

I am pleased to provide you the *Community Policing for Law Enforcement Managers* guidebook. The guidebook was developed by the University of Illinois at Chicago with federal Anti-Drug Abuse Act funds administered by the Illinois Criminal Justice Information Authority.

The purpose of the guidebook is to provide police departments in Illinois with useful information on community policing. It is intended to help law enforcement managers decide if, when, and how to implement a community policing strategy. The guidebook outlines the philosophy behind community policing, and offers a wealth of practical information in a variety of areas, such as working with the media, the use of technology, and program evaluation.


The development of the guidebook was supported by a project advisory committee comprised of law enforcement officials from throughout Illinois. The Illinois Criminal Justice Information Authority and the University of Illinois at Chicago would like to acknowledge the contributions of these advisors, including: Steven Allendorf, Joseph Beazley, David Carter, Charles Gruber, Thomas Jurkanin, Barbara McDonald, Ronald Pavlock, and Don Strom. They and the research team at the University of Illinois worked hard to create a document that benefits the law enforcement community throughout the state. I hope you find it useful.


Sincerely,

Thomas F. Baker
Executive Director

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# FOR LAW ENFORCEMENT MANAGERS

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# COMMUNITY POLICING
# FOR LAW ENFORCEMENT MANAGERS

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## DISCOVERING AND ARTICULATING THE COMMUNITY POLICING CONCEPT

*"New ideas can be good or bad, just the same as old ones"*
*- Franklin Delano Roosevelt*

### COMMUNITY POLICING

Over the past decade much has been written, and more has been said, about the concept of community policing, or CP. Like a Rorschach or ink blot vision, because people see it in different ways and from different perspectives, there is no single description of community policing. Generally, CP has been described as a philosophy or style of policing which is based on a series of partnerships and cooperative arrangements with the community to provide more effective and efficient police services.

Community policing is described in many different ways.

However, it is also a concept which is broader than law enforcement and the delivery of police service. The implementation of partnerships is a key aspect of the CP model.

Central to the community policing model are communication and problem solving, each of which helps form the basis upon which CP works. In developing partnerships the police must first develop strong lines of communication with a broad range of entities, including the entire community, its residents and organized groups, and work toward problem identification and problem solving.

Community policing involves new ways of delivering police services, frequently employs creative solutions, and ultimately requires viewing police organization and management from a different perspective. CP places greater authority and responsibility in the hands of line officers and supervisors, and will usually necessitate changes in management practices and organizational structure.

At the line level, police officers are given more autonomy and are expected to identify and solve problems. Management's role is to provide the structure, policy, design, implementation and oversight of the effort to bring together the various groups which form the basis of the program. There is no single CP model. The unique nature of this approach is in diversity, based on the specific needs of the jurisdiction and the many communities which make up the chief executive's area of responsibility.

For this reason CP may be best viewed as a philosophy rather than a prescription or a program, which are frequently short-term solutions or formulas to address a specific problem. Assigning a patrol officer to a residential beat may be a form of community policing, but it does not necessarily encompass the philosophy if there is not a departmental commitment to the model.

Although some see community policing as simply a new police initiative, it is important to recognize that the concept of delivering public and private services on a more localized basis is sweeping the country, from health care and human services to business and commerce. The police are part of this effort, and CP represents a means by which it can be accomplished. The two major components of CP are its community orientation and the utilization of a problem solving approach (Goldstein, 1990).

## THE FLEXIBILITY OF COMMUNITY POLICING

Community policing is unique because it is flexible. It is not a top-down, this-is-the-way-it-must-done approach. From the chief executive to the lowest level civilian within the organization, CP places much greater discretion in the hands of personnel. It does involve a much stronger contract between the police and the communities they serve, and a willingness to work together to solve common problems.

CP is based upon the recognition that each community or neighborhood is likely to have different problems, which may need different solutions. In an affluent neighborhood, the problems may be rowdy teenagers or a series of residential burglaries. In a poor or disadvantaged neighborhood, the problems of drugs, gangs and the effects of unemployment may be the most important problems. Since all of these problems are of concern to government and the private sector, the realization that traditional forms of social control have not worked prompted a recognition of the need for change.

Thus, the strategies developed to solve problems are likely to be different from one community or jurisdiction to another. It is practical to learn from the mistakes, as well as the successes, of others, for success is usually built upon a series of trials and errors. There also must be a recognition, at the outset, that not all strategies or solutions will work, and that flexibility is required at all levels of the organization. Implementation of CP requires patience, particularly during the "trial-and-error" mode: it is important for the sheriff/chief to have the full commitment of government leadership and the cooperation of civic and business leadership.

Organizational theorists note that one of the major difficulties for any executive is to implement change. In accomplishing change, one must endeavor to convince subordinates of both the need for embarking on a new course and the value of it. This involves a commitment by the leadership, many of whom will have reservations. The willingness to be flexible in implementation of strategies, to support risk-taking, and to encourage communication lie at the heart of the effort.

## CHANGING THE RULES

Organizations cannot exist without rules and regulations, but some critics of policing argue that too many departments rigidly define what an individual can and cannot do rather than stressing the importance of the individual within the organization. Extensive prohibitive rules inhibit creative problem solving and frequently confuse the issues. It should be recognized that as community policing is developed, the rules will change, as will the expectations of officers.

This is no simple matter: in the complexity of today's world, in which litigation and adherence to documented regulations govern much of a legalistic society, the form and substance of rules and procedures must be carefully weighed. This does not mean that these must be inordinately restrictive or narrowly defined; it does mean that careful attention should be given to written communications, directives and procedures during the planning process.

In most departments in which community policing has been implemented, greater emphasis has been placed on behavioral guidelines and on tailoring operating procedures to fit specific units. CP stresses the need for communication among officers, supervisors and managers, with less emphasis on a set of rules which tries to address every conceivable problem.

## DEFINING COMMUNITY POLICING

There is no "official" definition of community policing: the chief executive is expected to mold CP as an integral part of a philosophy which best serves the needs of the communities he or she serves. This approach will depend on any number of factors, including community perceptions, political support, available resources, department capabilities, other forms of public and private support, and the ultimate goals of the sheriff/chief.

At the center of this initiative is the creativity and flexibility of the administrative and management staff, who play a key role in the implementation phase. In developing an individual model, one should be familiar with some of the various definitions and descriptions which have helped formulate the framework through which CP has developed and been accepted as a national strategy. (See, for example, Kelling, Moore, Bayley and Sparrow).

Herman Goldstein, a professor of law at the University of Wisconsin, developed the concept of problem oriented policing. It was implemented in Newport News, Virginia, by Chief of Police Darrel Stephens, who later headed the Police Executive Research Forum (PERF) and helped support the CP model. The late Robert Trojanowicz, of Michigan State University, is credited with being a prime mover and supporter of the CP philosophy. Over the years many police leaders have adopted the concept and contributed to the development of CP, and examples of their programs are described in this manual.

Community Policing is a philosophy of full service personalized policing, where the same officer patrols and works in the same area on a permanent basis, from a decentralized place, working in a proactive partnership with citizens to identify and solve problems.

-- Trojanowicz and Bucqueroux, 1994

Four key elements for community policing are:

- community-based crime prevention;
- deployment of police for non-emergency interaction with the public;
- active solicitation of requests for service not involving criminal matters; and
- creation of mechanisms for grass roots feedback from the community.

-- Bayley, 1984

Community oriented policing...has three integral components. They are:

1) neighborhood oriented policing;

2) problem solving policing; and

3) strategic policing.

-- Meese and Carrico, 1990

Although the terms community policing (CP) and problem oriented policing (POP) are often used interchangeably, they are not synonymous. While both use information gathering and inventive solutions to solve problems, problem oriented policing does not always involve community input or a reorganization of police management. The goal of community policing is to become a partner in problem solving with the community; problem oriented policing does not always include this goal nor do the

officers necessarily have a consistent presence in the community (Trojanowicz and Bucqueroux, 1994). However, problem oriented policing is generally viewed as a key strategic effort in the CP model.

Today there are several public and private centers, research organizations and universities involved in research and development related to CP. According to the International Association of Chiefs of Police, more than one thousand police departments have adopted or are considering the adoption of this philosophy.

## MISCONCEPTIONS, MYTHS, AND MODELS

Critics of CP generally base their objections on one or more of a fairly standard list of complaints. CP is: nothing more than a return to the past; a public relations gimmick; an abandonment of the crime fighting model; the control of police by the community; a plot to politicize the police. Most critics seem to argue that the solution to the crime and drug problem lies in more police officers, more laws, longer sentences, and a "get-tough" approach.

Of the misconceptions and myths about CP which should be addressed by the chief executive who desires to pursue a CP approach, the most important rests with the belief that CP is "soft on crime." Many of the programs illustrated in this manual address this issue, and one should recognize that CP does not negate the primary police role, protection of the public and the preservation of order. The mission statements developed by police departments involved with CP are clear on this point, and they are usually much more explicit in defining the ways in which the police will operate.

In fact, police cannot operate effectively in a "traditional" policing model without community assistance, and the deep distrust that exists between the police and some communities has served to make law enforcement and crime prevention difficult. CP strives to bring the police closer to the communities they serve, and to support law abiding citizens in their efforts to improve their neighborhoods. Where a CP model which follows the philosophical guidelines has been accepted, chief executives report improvements in the quality of police services and an impact on the crime problem. It is true that it is probably too early to say

that CP reduces crime, but early signs are positive. There is evidence that the communities involved have been more supportive and cooperative in crime control and prevention efforts.


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There are a number of other programs which bear some resemblance to CP, but which do not encompass the overall model. Some programs which are defined as CP are in fact little more than public relations efforts, and many are a response to political pressure. They could be part of CP programs, but they differ in one primary respect--they do not usually involve community input. They also are usually designed and funded at a higher level than the police organization.

Among the more popular programs which have been mistakenly perceived as CP are team policing, SPARC, and Weed and Seed; careful examination will demonstrate that they do not fit the CP definition.

In team policing, the police department sets the agenda and officers are merely encouraged to attend community activities or make an appearance at meetings. Introduced in the 1960s, the primary goal of team policing was to make police work more

interesting and challenging to the officers and to solve problems with police morale and in communities (Anderson, 1978).

The Solving Problems and Restarting Communities (SPARC) model involves a committee formed of one representative and one alternate from each city department. The goal of the group is to identify problems and develop comprehensive solutions. Each representative is expected to have the authority to make decisions and commit agency resources. This approach does not usually involve the community as a whole and is frequently initiated by local government rather than the police department, even though police representatives may be included on the committee (Nolan and Nuttal, 1993).

Weed and Seed is a Federal program that is designed to 'weed' undesirables from an area and then to 'seed' it through economic development and opportunities to revitalize the area. CP may be viewed as a bridge between the 'weed' and 'seed' portions of the program, to involve the community and address their concerns (Weed & Seed 1992).

Misconceptions about community policing are abundant. Many police organizations claim to have implemented CP when they have not, and many have implemented CP but call it something else. It must be reemphasized that CP is not merely a tactic or program, that it is not anti-technology, nor a public relations gimmick, and above all, that CP is not soft on crime (Trojanowicz and Bucqueroux, 1994). While the entire department, sworn and civilian, should be trained in the community policing philosophy, this does not mean that all officers will be walking the beat. Indeed, only 20 percent of New York City's police officers are community policing officers (Goldstein, 1993). In many departments, police will combine CP with traditional policing approaches. Community policing does not have to be, nor should it be, a completely specialized function. For example, some departments assign a small percentage of their officers to CP and fully maintain traditional patrol officers and specialized investigative units. In other departments, a CP officer is allowed to investigate certain crimes on the beat with or without the assistance of a specialized investigative unit.

Because it is not about finding temporary, superficial remedies to neighborhood ills, CP should not be used as a political or social cosmetic. The philosophy, when correctly implemented,

does not favor one ethnic, political or socioeconomic group over another, nor does it prescribe social work to consume the majority of the officers' time. Helping people to solve problems has long been both a formal and informal responsibility of police officers, perhaps more explicitly in rural departments and sheriff's offices. Community policing recognizes and fosters the practice. Community policing is not a quick fix nor does it promise to solve all crimes or eradicate criminal activity (Trojanowicz and Bucqueroux, 1994). Most important, beat officers will not be 'taking orders' from the community; instead, they will be taking input and making joint decisions with the community.

## THE IMPACT ON THE LINE OFFICER

The line officer becomes a focal point of CP, because he or she is expected to represent the organization in a new way. This new involvement is based on a much broader agenda, which has been developed by the command staff in cooperation with public and community leaders and representatives from all levels of the organization, including patrol officers. How the agenda will be determined depends, in part, on the size of the organization and is discussed more fully in the chapter on planning.

At the line level, individual functions may be quite different, with some officers assigned to more traditional tasks and others assigned to work more closely with community residents and groups. In some urban departments designated CP officers live in the neighborhood for which they are responsible, as is often the case for the majority of officers in rural and suburban departments. The model should include all line officers in the training phase, for each has a role to play.

All officers are generally vested with a greater level of authority and responsibility for identifying and responding to community problems. These are usually discussed with immediate supervisors, who have responsibility for making assignments and helping to provide the resources necessary to accomplish the objectives. The manner in which this is achieved may vary widely, depending upon the individual supervisors as well as the interactive model developed by the planning group.

Ideally, the patrol officer will have access to a broad range of resources and the ability to communicate with city agencies or other governmental organizations which can help to solve

problems. He or she should be given some latitude in defining the working style and time management aspects of assignments.

The patrol officer is held accountable for defining objectives and accomplishing them. If this means working closely with a community group, it should be recognized that solutions may not always be within an officer's scope of authority, or may depend on the actions or assistance of others, including the community. Assessing an officer's ability to handle complex assignments rests with the supervisor, whose role is also that of a trainer or mentor.

## THE SUPERVISORY ROLE

Most administrators involved in CP feel that the first line supervisor is a major key to the success or failure of the program. Generally a sergeant, the first line supervisor should have the experience and training necessary to encourage and assist the officer in reaching out to the community and will provide the support necessary to carry out the goals of the program. The supervisor's trainer/mentor role may become a difficult challenge as it moves from the traditional direct command model to one in which the sergeant provides operating parameters while encouraging the officer to act more independently and to discuss and weigh various problems and solutions. The supervisor must recognize that such an approach is likely to result in more mistakes, but also in many more solutions.

Because most sergeants have been trained in the direct command or military approach, it is important that training of supervisors emphasize what is basically a new model. A team approach, in which the supervisor and his or her team work together on specific problems, frequently discussing various strategies among themselves, as well as with community leaders, has proven to be effective. In some instances more than one officer may be assigned to work on a particular problem, and some departments include representatives of other agencies, such as child welfare or the housing department, on the team.

The willingness of supervisors to accept additional responsibility and to initiate what may be considered more risky solutions will depend in large measure on the support received from above. If an honest mistake is made, the supervisor must feel that those above will be supportive.

## MANAGEMENT'S ROLE

The responsibility for policing rests with the chief executive, and in delegating responsibility to subordinates it is important to recognize that all members of the organization respond to what are the perceived desires of the sheriff/chief. But what is said means little if actions are not consistent with departmental policy and management's statements.

Frequently, there is division among the command staff and middle managers as to the meaning and expectations of their positions in the CP model. Some may feel threatened, assuming that the new model may jeopardize their roles or, in fact, eliminate their positions. Some will disagree completely with the model and, while paying lip service to the concept, actually work to sabotage the effort.

As part of the planning effort, care should be taken to solicit the views of managers and to be honest and straightforward in outlining both outcomes and expectations.

## SUPPORT STAFF AND OTHER AGENCIES

The success of CP will also depend in large measure on the involvement of support staff and others in the department who may not be directly involved in the line operation. In many instances this aspect of the initial model is overlooked, causing dissension and undermining the effort. Civilian staff should be included in the training effort, and their roles should be clearly defined. Dispatchers, receptionists, and other personnel who have direct contact with the public play an obvious role, but those who work "behind the scenes" can make or break an effort.

It should be recognized that solving many of the problems which police encounter will depend on getting the cooperation of other agencies and that developing stronger lines of communication with them may actually enhance police information gathering capabilities. Service agencies which work in the community offer an important resource which is largely overlooked. Networking these various resources with line operations frequently complements the problem solving approach.

These agencies include streets and sanitation, parks and recreation, offices of elected officials, code enforcement agencies (licensing and inspection), the housing authority or commission, the city council, welfare/human services agencies, public works, departments of motor vehicles and transportation, transit authorities, the health department and the other criminal justice agencies. Chapter III addresses this in more detail.

## THE COMMUNITY

The definition of community is broad and includes many people. Before implementing CP, an effort should be made to define the community or communities that will be served. This exercise not only contributes to a better understanding of demographic, socioeconomic and cultural aspects of the community, but also helps to clarify problems which may be unique. It is a framework for familiarizing new officers and government workers with the scope of the program. Once the community is defined, recruiting volunteers and establishing the community's role is easier.

In order to learn more about a community, surveys or questionnaires must be developed and distributed to homeowners, apartment dwellers and, of course, businesses. A discreet coding mechanism on the survey will enable those evaluating the results to pinpoint specific areas within a community. With that information in hand, the department can then develop solutions and target problems of greatest concern to that community. Designing a survey is not difficult; more information can be found in Chapter III.

Developing a community partnership can be one of the most difficult aspects in the implementation of community policing. For many reasons, police-citizen interaction has a history of aggravations, and it may take time to develop a mutually trusting relationship.

Randolph Grinc suggests that some of the problems facing police regarding community involvement are: "high levels of fear, skepticism that community policing will be anything but a short-lived police program, the heterogenous populations and disorganization that often characterize communities, intragroup conflict among community leaders and residents, and the poor relationship between the police and residents in poor, minority

communities that have historically borne the brunt of police abuses" (Grinc, 1994).

Disseminating information and educating the public on what CP is and what it means to them is important and is discussed in detail in a later chapter. It is essential that the department have a plan for responding to inquiries from the public. One of the most common complaints from citizens is the ignorance of officers and departments about the community policing initiative. Do not rely solely on the beat officer or public relations unit to communicate to the public.

The organization of residents and community groups is extremely important. Even those who wish to take part may be reluctant to become involved and their perception of the organization's commitment, the planning effort, and their role are critical if CP is to be implemented.

Police and citizens in small communities, though quick to point out that rural life is different, have both old and new concerns in common with those in urban areas. Rural communities cite emerging problems, including several formerly considered rare:

1) Gangs;

2) Alcohol and drugs;

3) Organized crime;

4) Violence (spouse/child abuse more prevalent);

5) Hate crimes;

6) Arson;

7) Agricultural crimes; and

8) Wildlife crimes.

More than 48 percent of the police departments in the United States have nine or fewer officers; in Illinois, nearly one-third of police departments have fewer than one full-time officer.

Special issues surface which make policing in rural communities unique:

1) Police provide a wide range of services, because some social services do not exist or are more remote than the police. The fact that this is common may make it easier for the citizens to accept community policing;

2) Juveniles are the major concern for rural communities in Illinois; in 1992, juveniles accounted for 28 percent of all individuals taken into custody in rural counties;

3) While most police departments suffer from a lack of resources, there is even less support for training, equipment and services in rural communities. Even if funding is made available, small departments find it difficult to attend training seminars while continuing to provide police coverage within their area; and

4) The dynamics of jurisdiction are very different in rural communities.

Though geography and distance are major factors in organizing community efforts, community policing in rural areas must be approached with the same energy and determination as the attempts in larger settings.

According to a panel of experts gathered in the summer of 1994 by the Illinois Coalition for Community Services, a broad community-based team should be organized to do the following:

1) Identify and organize community participants;

2) Develop a consensus on goals, objectives and tasks;

3) Prepare time frames for meeting objectives; and

4) Identify indicators of success.

They were adamant in pointing out that a community should not let experts dictate their needs: one group planning for another has been proven ineffective. Therefore, citizen involvement, citizen determination of their community's health, becomes a vital element if community policing is to be successful in rural areas. As in other community efforts, these "stakeholders" should be integrated into a network of agency collaboration. This will instill a sense of ownership and responsibility for problems and solutions.

Some of the concerns aired at the conference on rural community policing were similar to those heard in urban communities, particularly those of resistance from the police and the difficulty in selling it to traditional-minded people. The conference solution was sharp and simple: those who resist should be reminded that they are public servants. A surprise, however, was the anticipated resistance from community members. It was suggested that their perception is that they pay taxes to support police and that participation in crime prevention was not their job. As a result, another enormous task in rural areas is to teach citizens that they have to get involved.

As in cities, rural communities will need to address the questions of trust and potential commitments for additional resources and improved communication required in successful community policing.

In a special November, 1993 edition of Roll Call, the newsletter of the National Sheriffs' Association, factors that relate to crime in rural settings were listed:

1) Geographic Isolation:
   --response time affected
   --rural officers expect longer wait for backup;
   --measure of space differs;

2) Availability of Guns:
   --ownership more prevalent in rural areas;

3) Economic Factors:
   --economic development difficult as young educated and skilled workers move to urban settings
   --small tax bases result in understaffed departments and fewer important resources; and

4) Social Climate:
--informal control
--mistrust of government
--mistrust of outsiders
--reluctance to share internal problems.

A further important paragraph appears in Roll Call:

> "The stereotypical rural police agency is a small sheriff's office similar to the fictional television program starring Andy Griffith. This stereotype ignores other agencies involved in rural policing, such as state police, rural municipal departments, state-level conservation departments, the Immigration and Naturalization Service (INS), park rangers, the Railroad Police, and tribal police who operate on Indian Reservations. Sheriffs may be the most visible of rural police, but the stereotype falsely minimizes the professionalism of many contemporary departments and the complexity of their tasks. In addition to basic law enforcement, sheriffs are responsible for the local jail, court security, prisoner transport, and process serving....[C]itizens expect rural police in general to take on a wider range of tasks than are expected of urban police."

Many things taken for granted in urban areas become problematic or difficult in rural settings. For instance, many state and federal investigative agencies are not located in rural communities. Rural agencies "are responsible for dealing with generalized police services for a given and non-shrinkable geographic area" (Roll Call), often handicapped by difficult driving conditions. Misconceptions that relate an agency's quality to its size and the variety of services (fire fighting, emergency medical services and rescue operations) that rural agencies perform, will require a different approach to community policing.

In August of 1994, the Bureau of Justice Assistance published an excellent guide, entitled "Neighborhood-Oriented Policing in Rural Communities: A Program Planning Guide" (NIJ publication #143709). Chiefs in rural communities should obtain a copy; see the suggested resources chapters for further information.

## ACHIEVING THE GOALS

The decision to implement a community policing strategy should not be taken lightly and the chief executive considering it should weigh such a move carefully. The sheriff/chief must be convinced that such a shift in philosophy is supported by the political leaders as well as the community, and that it cannot be accomplished without their support. CP often requires additional resources or a reallocation of resources. It may involve a major change in the structure of the organization, and will have an impact on all levels of the department.

Community policing is not a panacea, nor is it likely to succeed unless the chief executive is fully committed to its philosophy and to the importance of bringing more people into the decision-making process. It does not mean that the chief must abrogate decision-making responsibility, but it does require a willingness to seek input, frequently from people who have been critical of the department. This approach involves placing greater responsibility and authority in the hands of the front-line officer and the first line supervisor, and creates community expectations which may be unreasonable, or difficult to achieve.

However, there are benefits and rewards associated with community policing which may not be possible under the traditional policing model. Greater community involvement, increased political support of the police, new methods of conflict resolution and new opportunities for community improvement will increase the effectiveness of the attack on the crime problem and other social ills that plague American society. The belief by a growing number of law enforcement officials that CP does work is also an important consideration. In the following chapters of this manual various aspects of community policing are discussed. It has been written with the input of police officials and educators with years of experience in CP, and will assist those who are only considering the adoption of a program as well as those who are embarking on what will be a difficult but rewarding challenge.

## SUGGESTED READING

Bureau of Justice Assistance. 1994. Neighborhood-Oriented Policing in Rural Communities: A Program Planning Guide. (NIJ #143709) Washington, DC: National Institute of Justice.

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# CHAPTER II
## VALUES

*"The mission of policing can safely be entrusted only to those who grasp what is morally important and who respect integrity. Without this kind of personal character in police, no set of codes or rules or laws can safeguard that mission from the ravages of police misconduct"*

*- Edward J. DeLattre*

The debate on the decline of "family values" in contemporary American society, whether perceived as a genuine area of major concern or an invention of ambitious politicians, suggests that the "personal character" of citizens or police cannot now be assumed, if ever there were a Golden Age in which it could. For community policing to succeed, there must be shared values among police and citizens, probably those of "honesty, fairness, self-discipline, fidelity, love of country, and belief in the principles of liberty, equality and the freedom to practice one's faith" cited by former Education Secretary William J. Bennett.

From the Collins English Dictionary (1991), ethics is defined as "a moral principle or set of moral values held by an individual or group." The Penguin Dictionary of Psychology (Reber, 1985) defines ethics as "a branch of philosophy concerned with that which is deemed acceptable in human behaviour, with what is good or bad, right or wrong with human conduct in pursuit of goals and aims."

Since police agencies' commitment to ethical behavior will be judged on their ability to curb or avoid police misconduct, what are the real ethical problems in policing and the proposed solutions for them?

### 1. Corruption

"Police corruption takes place when an officer receives or is promised significant advantage or reward (1) for doing something that he is under a duty to do anyway, (2) for doing something that he is under a duty not to do, (3) for exercising a legitimate discretion for improper reasons, or (4) for emphasizing illegal means to achieve approved goals" (Punch, 1985). Reliance on reducing temptation as the exclusive strategy to combat

corruption is not realistic since an officer prone to corrupt actions or activities will find a way to exercise this tendency.

Community policing offers the opportunity for officers to claim a personal stake in problem-solving with residents. Dorothy Bracey of the John Jay College of Criminal Justice argues that if officers have a greater sense of satisfaction as a result of handling their responsibilities in a more professional manner, "closer relationships with the community may actually prevent corruption" (Bracey, 1992).

**2. Excessive Force**

There is no doubt that the collective alarm over the Rodney King incident placed a serious burden on police officers throughout the United States. Regardless of the fact that police "are empowered to use 'necessary and proper' force to make an arrest, subdue an unruly person, or protect themselves" (Wilson, 1976), the manner in which an officer does so will most likely remain subject to close scrutiny by the community.

Police administrators, sensitive to this concern, must place proper use of force as a high priority for caution. Fortunately, charges of police brutality are not as frequent as complaints from citizens about "the language and manner of the officer" (Wilson, 1976). It is the responsibility of police administrators to investigate all citizen complaints and take appropriate action against offending officers. Ideally, one of the side effects of community policing is a greater sense of reciprocal respect between the police and citizens.

**3. Excessive Laxity**

The opposite problem of excessive force is excessive laxity, the picture of an overweight, unfocused officer with a lackadaisical attitude toward his or her profession, responsibilities and the community. The police administrator is confronted with an equally serious problem when officers in the department are negligent in their performance for whatever reasons advanced: close to retirement, low morale, fear of formal complaints or legal action, or refusal to implement change.

Police administrators have many operational issues to deal with at any given time. However, it is their responsibility to see

that officers remain committed to the mission of the agency so that responses to problems are not handled in any extreme manner.

**4. Racism**

The Rodney King incident brought the subject of racism to national attention once again, loud and clear. Never fully eradicated on the streets, the question of racial disparity brought tension within the rank and file as well. Police administrators have a double-edged concern; that is, whether racial prejudice is exhibited by officers against civilians as well as among officers.

While the latter scenario is difficult to accept because of the solidarity officers experience within the profession, the reality is that divisions occur even in this subculture. As for bias displayed on the street with members of the community, studies show a pattern in those most likely to have negative encounters with the police: "the disproportionate distribution of black citizens in the poverty class brings them more in contact with police" as well as the "dominance of white, working-class males in police" which "creates an atmosphere in which prejudice and racism remain entrenched" (Bailey, 1989).

Guided by the law, police have been called upon to lead the way in terms of race relations. Administrators are urged to emphasize the importance of equal justice in every aspect of law enforcement.

**5. Selective Enforcement**

The perfect world would, of course, have no crime whatsoever. That being unlikely, the next best scenario is citizens of any one area receiving the same police attention, behavior and justice as any other area. This particular subject, however, has the dangerous potential of combining racism and corruption.

In his study on police behavior in the mid-70s, James Q. Wilson pointed out that "though the legal and organizational constraints under which the police work are everywhere the same or nearly so, police behavior differs from community to community" (1976). Reasons for the difference vary from the "number and seriousness of the demands the city places on them," to "the tastes, interests, and style of the police administrator" whose views "may be influenced, intentionally or unintentionally, by local politics" (Wilson, 1976).

Police are granted a great deal of discretionary power, and few will dispute this necessity. If high standards and ethics are mandated by police administrators and managers, officers may be less inclined to abuse their power.

### 6. Lack of Concern for Citizens

The term 'community policing' does not allow for lack of concern for citizens. This is a partnership between the community and the police; therefore, the communication and regard for each other must be two-way. Those who do not buy into the philosophy will surface rather quickly, and the community will not tolerate inappropriate responses from the police.

The sheriff/chief has to encourage personal commitment to community policing from the outset and reinforce it at every opportunity with the rank and file.

### 7. The Police "Code" -- Self-Protection and Dishonesty

The "code," a set of unwritten rules, is universal among police throughout the world. Solidarity within one's profession is not unusual; however, among those who are sworn to uphold the law, questions about this solidarity frequently refer to officers covering for one or another within this 'brotherhood.' Answers often uncover corrupt or dishonest behavior.

In the chapter "Police Corruption" from The Encyclopedia of Police Science, Dorothy Bracey refers to various measures that may lead to successfully avoiding corruption. They include: positive leadership (example and support), political influence (decisions by administrators not dictated by external influence), authority and responsibility (investigations of corruption within the command vs. headquarters), policies and procedures (careful planning, clear anti-corruption policies), internal affairs unit (ongoing efforts to detect problems), field associates program (covert reporting of information), "turning" (officer promised immunity if evidence of corrupt behavior of another officer is collected) and integrity testing (wallets full of cash).

Many of these measures seem extreme. However, the community, public officials and police administrators find corrupt behavior on the part of law enforcement officers an extreme as well. The "code" is not excuse enough to allow such behavior to

continue on the job; like cancer, it will grow and damage the integrity of the whole force.

**8. Dishonesty in making cases**

This concern carries great weight with administrators in departments across the nation. As reported in the February 6, 1995, issue of The New Yorker, in an article profiling New York Police Commissioner William Bratton, "The Mollen Commission, the anti-corruption panel created by former Mayor David Dinkins, found that perjury and evidence-tampering were rampant--not just among bad cops but also good ones. This is yet another problem that Bratton has launched a campaign to remedy. 'When we say assertive police activity, we mean assertive police activity within the constraints of the Constitution,' he told me. But the long, turbulent history of narcotics enforcement in America poses a question that is not so easily overcome: whether a lawful and effective way of going after low-level drug traffickers--a style of policing appropriate to a democracy in peacetime--really exists."

**9. Drug and Alcohol Abuse**

Police officers are not immune from addictions and disease, and the police profession has a rather high rate of alcoholism. It is imperative that police administrators create an environment in which officers abusing drugs or alcohol can deal with the problem in an appropriate manner. There are volumes of literature on substance abuse and numerous organizations and groups prepared to assist an agency faced with a troubled officer.

**VALUES -- INDIVIDUAL AND DEPARTMENTAL**

Ethics or values become a major factor in the education of police officers, especially as they are required to make serious judgements within diverse communities. In a chapter titled "Fundamentals of Character" in Edwin J. Delattre's Character and Cops: Ethics in Policing (1989), the matter of values education is addressed. Of particular interest is how to introduce such a course to police officers without isolating the topic as if morals and values are not also part of other courses in the curriculum.

The heart of the issue, however, is whether the individual believes in doing what is right in the first place. Illustrations of the author's points include the family in whose home Anne Frank

hid during World War II. Rather than discussing bravery and courage, Jan Gies remarked: "It's not like one day you wake up and say to yourself, 'Let's be brave today.'" The Gies family must have had an inherent belief that what they were doing was the right thing to do.

Delattre concludes that:

1) Good character exhibited in morally important acts frequently involves no difficult decision;

2) Knowing how to make a decision is not itself a motive for decency; and

3) Those who are motivated to behave decently cannot necessarily explain how reliable decisions are made (1989).

As in all professions, quality individuals make quality programs. According to Susan Braunstein and Chief Mitchell Tyre, "ethically sound police officers are most likely to be found in an atmosphere that clearly gives high priority to ethical behavior and integrates ethics into every part of the department" (1992). This places the burden of responsibility on the agency, making it set as high an ethical standard as is desired from officers representing the department.

Three codes of ethics for law enforcement personnel have, since 1957, provided guidelines and attempted to be responsive to changes in both policing and society. (The Law Enforcement Code of Ethics can be found at the end of this chapter.)

The department must be clear about setting organizational standards. Once communicated and understood by sworn and civilian personnel alike, the organization must remain committed to its values, even in those "grey areas" that will challenge decision-makers.

Braunstein and Tyre study various aspects of this issue, from the selection of recruits through the management of ethical behavior from the top. They found the following as critical factors:

- Administration and Policy -- written policies are necessary to protect the department, its members and the citizens; all

aspects of police administration (i.e., employment, promotion, discipline) must be ethically sound in practice and in print;

- Pre-Hire -- research indicates that departments seeking the best possible officers should seek those with higher education and reward those who pursue education once they are employed;

- Initial Training -- training and education that lead to certification are crucial to both ethics and risk management; more time needs to be spent on ethics with ongoing reference to the code of ethics;

- Field Training -- one of the most important factors in establishing and maintaining ethical behavior; and

- In-Service Training -- the department striving for the highest standards will address ethics on a regular basis and integrate ethics into all other appropriate in-service topics.

While these five factors are simply summarized above, Braunstein and Tyre added a checklist to their article which appeared in the January 1992 "The Police Chief;" it is shown below as a quick reference.

**BUILDING A MORE ETHICAL POLICE DEPARTMENT**

**Administration**

- The chief states publicly and often his expectation of adherence to the highest standards of ethics;

- The chief adheres to the highest standards of ethics himself;

- Ethics are specifically mentioned in evaluations;

- Training bulletins specifically address ethics;

- Promotion decisions are based on merit;

- Assignment decisions are based on merit;

- Rewards are assigned by merit;
- Disciplinary actions are ethical and just;
- Routine communications refer to and emphasize the need for adherence to policy; and
- Departmental commitment to ethical behavior is documented.

**Policy**

- Policies are written down;
- Policies are written fairly to protect citizens and members of the department;
- Policies state unequivocal standards;
- Policies fix accountability; and
- Policy violations are sanctioned firmly and swiftly.

**Pre-Hire**

- Employment decisions are based on merit;
- The department gives reference checks high priority;
- The department allocates sufficient resources for thorough reference checks;
- The department checks employment history, focusing on beliefs and past behaviors;
- The department does a credit check;
- The department employs psychological testing;
- The department employs polygraph testing; and
- The department seeks recruits with higher education.

**Initial Training**

- The chief makes periodic personal visits to academy classes;
- Officers receive sufficient training to be certified prior to assignment;
- Recruit training specifically addresses ethics;
- Recruit training integrates ethics into all appropriate parts of the curriculum;
- Recruit training in ethics uses interactive discussions that focus on decision making and scenarios;
- Instructors teach the same messages about ethical behavior formally and informally;
- Recruit training avoids "war stories" that encourage officers to engage in unethical behavior; and
- Recruit training in ethics specifically addresses the topics of drug and alcohol abuse, dishonesty while protecting other officers, conduct prejudicial to the department and financial temptation, as well as excessive force, racism and others.

**Field Training**

- Rigid adherence to ethical standards is a major criterion for the selection of FTOs;
- FTOs receive guidance in teaching ethics to their rookies;
- FTOs are specifically instructed that training in ethics is part of the process that is expected to take place;
- Rookies are evaluated on ethics by their FTOs;
- FTOs are evaluated on their success in identifying candidates who do not behave ethically; and

- FTOs are evaluated on their success in instilling ethical behaviors.

**In-Service Training**

- In-service training specifically addresses ethics on a regular basis;

- In-service training integrates ethics into all appropriate topics;

- In-service training in ethics uses interactive discussions that focus on decision making and scenarios;

- In-service training in ethics specifically addresses the topics of drug and alcohol abuse, dishonesty while protecting other officers, conduct prejudicial to the department and financial temptation, as well as excessive force, racism and others;

- In-service training avoids "war stories" that encourage officers to engage in unethical behavior;

- In-service training uses experts in the field and the best available resources;

- In-service training in ethics is provided for both civilian and sworn employees;

- In-service training is provided for all job descriptions in the department, with more intensive training provided for high-risk positions such as undercover vice, narcotics, traffic, road patrol, detectives and first-line supervisors; and

- In-service training reinforces sound, ethical decision making and encourages peer pressure for ethical behavior.

**RECRUITMENT AND TESTING**

A set of rules to structure or guide an individual's job performance may be comparatively easy to write: it's quite another matter to codify an approach to the job. Experts in the field of behavioral science look at the recruitment step in the hiring process as being the crucial time to screen candidates in terms of

acceptable or unacceptable behaviors or predictors of future problems. They urge "more professional testing to determine applicants' mental and physical abilities, as well as deeper background investigations and better interviews to bring out any personality problems" (Liquori, 1992). Furthermore, they recommend a system identifying potential problems in veteran officers.

Using a commercially available software package, the Chicago Police Department developed a program to identify officers who may "go bad." Certain demographic data and work histories of fired officers provide the framework to compare them with individuals with similar profiles to anticipate potential wrongdoing. Superintendent Matt Rodriguez sees such a system, unveiled in July 1994, as a means "to help officers who might be at risk." The Fraternal Order of Police, however, views it differently, more like "Big Brother" watching you. Whatever the debate, the results of this project revealed behaviors--such as lost weapons or badges--that would cause concern to police administrators and community members alike. The computer program avoids personality differences or grudges, thereby eliminating bias toward any one individual.

In his remarks at the October 1991 IACP meeting titled "Integrity Assurance in Drug Law Enforcement," Paul Myron, Chief of the Detective Division, L.A. County Sheriff's Department, echoed the sentiments and observations of many in the political arena. He asserted that much of the blame for deteriorating ethics can be attributed to any of the following: "the breakdown of the traditional family, which may result in valueless, overly indulgent or absentee parenting, the decline in the influence of religion, schools that don't establish high standards and teachers who consider moral behavior too troublesome a topic for the classroom, parents who side with their children in disciplinary matters, corrupt and unethical business and political leaders, drug use by both parents and their children, and the sensationalist, frequently negative news and entertainment media."

While Myron poses the question as to whether individuals hired as police officers are "too immature or too weak of character," he speaks to experience in his department of striving to select "only about 4% of all those who apply--the brightest, healthiest, most upright 4%." In addition to stringent hiring practices, Myron also urges ongoing and rigorous review of departmental policies.

The negative influences on ethical behavior cited above do pose problems in the selection and retention of officers. Yet the police, representing law and order, should be prepared to be used as measuring sticks of society. In order to get the best candidates possible, some departments have eliminated residency requirements so that the pool of officer candidates is larger. In addition, some departments are adding, emphasizing, or prolonging ethics education beyond training at the academy. Drug testing is now commonplace in police agencies and special units seek out and deal with corruption within the ranks. NYPD tests its officers' integrity through various scenarios such as wallets (with money) turned in from citizens. Because of the large amounts of drug money confiscated in Los Angeles, the LAPD developed an elaborate system to test those officers assigned to narcotics detail; their standard operating procedure now includes photographing both money and drugs before transporting it and an individual, other than a police officer, counts the money (Remesch, 1991).

According to Kim Remesch, publisher of the Baltimore County Police and Private Security News, "while ethics can be taught to some degree, most departments agree (via new policies) that the key to upgrading ethics is to remove the temptation--and to follow through with swift punishment when unethical behavior is discovered" (1991).

## A DIFFERENT CODE

In addition to the Law Enforcement Code of Ethics and the Police Code of Conduct, some departments customize the code for their own force or create a Statement of Values, such as that developed by the Elgin Police Department which can be found at the close of this chapter. Another department developed twelve questions for examining the ethics of a decision (also cited following this chapter).

If one does not already exist, it may be advantageous for a police agency to develop a code of ethics. Such an undertaking will remind all members of the force that appropriate and ethical behavior must be a high priority in all aspects of one's approach to the job. Especially if the department is moving toward community policing, the message that results from the effort may counter the 'code' that many people believe to be that of police in general.

Roger Darvall-Stevens, a police officer with the Victoria (Australia) Police, refers to North American ethics in his article "Police Codes of Ethics in Australia" (November 1994), specifically to conclusions made by Lawrence Sherman regarding "values" that are "inculcated in police recruits." Noting that the Australian police environment is not very different than North America, he lists Sherman's conclusions as follows:

- Enforcement of a law depends on what it says and who the suspect is;
- Disrespect for police authority is a serious offense that should always be punished;
- The use of physical force against people who "deserve it" or where it can be an effective way of solving a crime is justified;
- Due process should be ignored whenever it is safe to do so;
- Lying and deception are an essential part of the police job;
- You cannot go fast enough to chase a car thief or traffic violator nor slow enough to attend a "garbage" call;
- It is proper to take any extra rewards the public wants to give the police; and
- Police officers must protect each other, whatever the cost.

Community policing can be viewed as an opportunity for police agencies to change this negative image. After all, " . . (t)he element that distinguishes the profession from the non-profession is the existence of some mechanism through which the code of ethics is enforced. Established professions have the power to sanction, extra-legally, those members found to be in violation of the code . . ." (Darvall-Stevens).

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## LAW ENFORCEMENT CODE OF ETHICS

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . .. law enforcement.

The International Association of Chiefs of Police
(Revision of 1957 Document adopted at the
96th Annual IACP Conference, October 17, 1989)

## POLICE CODE OF CONDUCT

All law enforcement officers must be fully aware of the ethical responsibilities of their position and must strive constantly to live up to the highest possible standards of professional policing.

The International Association of Chiefs of Police believes it important that police officers have clear advice and counsel available to assist them in performing their duties consistent with these standards, and has adopted the following ethical mandates as guidelines to meet these needs.

Primary Responsibilities of a Police Officer

A police officer acts as an official representative of government who is required and trusted to work within the law. The officer's powers and duties are conferred by statute. The fundamental duties of a police officer include serving the community, safeguarding lives and property, protecting the innocent, keeping the peace and ensuring the rights of all to liberty, equality and justice.

Performance of the Duties of a Police Officer

A police officer shall perform all duties impartially, without favor or affection or ill will and without regard to status, sex, race, religion, political belief or aspiration. All citizens will be treated equally with courtesy, consideration and dignity.

Officers will never allow personal feelings, animosities or friendships to influence official conduct. Laws will be enforced appropriately and courteously and, in carrying out their responsibilities, officers will strive to obtain maximum cooperation from the public. They will conduct themselves in appearance and deportment in such a manner as to inspire confidence and respect for the position of public trust they hold.

Discretion

A police officer will use responsibly the discretion vested in his position and exercise it within the law. The principle of reasonableness will guide the officer's determinations, and the officer will consider all surrounding circumstances in determining whether any legal action shall be taken.

Consistent and wise use of discretion, based on professional policing competence, will do much to preserve good relationships and retain the confidence of the public. There can be difficulty in choosing between conflicting courses of action. It is important to remember that a timely word of advice rather than arrest--which may be correct in appropriate circumstances--can be a more effective means of achieving a desired end.

Use of Force

A police officer will never employ unnecessary force or violence and will use only such force in the discharge of duty as is reasonable in all circumstances.

The use of force should be used only with the greatest restraint and only after discussion, negotiation and persuasion have been found to be inappropriate or ineffective. While the use of force is occasionally unavoidable, every police officer will refrain from unnecessary infliction of pain or suffering and will never engage in cruel, degrading or inhuman treatment of any person.

Confidentiality

Whatever a police officer sees, hears or learns of that is of a confidential nature will be kept secret unless the performance of duty or legal provision requires otherwise.

Members of the public have a right to security and privacy, and information obtained about them must not be improperly divulged.

Integrity

A police officer will not engage in acts of corruption or bribery, nor will an officer condone such acts by other police officers.

The public demands that the integrity of police officers be above reproach. Police officers must, therefore, avoid any conduct that might compromise integrity and thus undercut the public confidence in a law enforcement agency. Officers will refuse to accept any gifts, presents, subscriptions, favors, gratuities or promises that could be interpreted as seeking to cause the officer to refrain from performing official responsibilities honestly and within the law. Police officers must not receive private or special advantage from their official status. Respect from the public cannot be bought; it can only be earned and cultivated.

Cooperation with Other Police Officers and Agencies

Police officers will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

An officer or agency may be one among many organizations that may provide law enforcement services to a jurisdiction. It is imperative that a police officer assist colleagues fully and completely with respect and consideration at all times.

Personal-Professional Capabilities

Police officers will be responsible for their own standard of professional performance and will take every reasonable opportunity to enhance and improve their level of knowledge and competence.

Through study and experience, a police officer can acquire the high level of knowledge and competence that is essential for the efficient and effective performance of duty. The acquisition of knowledge is a never-ending process of personal and professional development that should be pursued constantly.

Private Life

Police officers will behave in a manner that does not bring discredit to their agencies or themselves.

A police officer's character and conduct while off duty must always be exemplary, thus maintaining a position of respect in the community in which he or she lives and serves. The officer's personal behavior must be beyond reproach

The International Association of Chiefs of Police
(Adopted at the 98th Annual IACP Conference,
October 5-10, 1991)

## A STATEMENT OF VALUES
## OF THE
## ELGIN POLICE DEPARTMENT

Values are the basis for the beliefs and actions of a police department. For this police department, our values are the foundation for everything we do and stand for.

We must make every effort to act in accordance with our values and do our best to put them into action.

We are proud of our values and will share them with each other and the community.

## ELGIN POLICE DEPARTMENT

The Elgin Police Department exists to serve the community by protecting life and property; by preventing crime; by enforcing the laws; and by maintaining order for all people.

Central to our mission are the values that guide our work and decisions, and help us contribute to the quality of life in our community.

Our values are characteristics or qualities of worth. They are non-negotiable. Although we may need to balance them, we never ignore them for the sake of expediency or personal preference.

We hold our values constantly before us to teach and remind us, and the community we serve, of our ideals. They are the foundation upon which our policies, goals, and operations are built.

In fulfilling our mission, we need the support of citizens, elected representatives, and city officials in order to provide the quality of service to which we are dedicated.

We, the members of the Elgin Police Department, value:

HUMAN LIFE
LAWS AND CONSTITUTION
EXCELLENCE
ACCOUNTABILITY
COOPERATION
PROBLEM-SOLVING
OURSELVES

## HUMAN LIFE

We value human life and dignity above all else. Therefore,

- We give first priority to situations which threaten life;
- We treat all persons equally with courtesy, respect, and dignity;
- We will respect the religious beliefs and convictions of all people; and
- We are compassionate and caring.

## INTEGRITY

We believe integrity is the basis for community trust. Therefore,

- We are honest and truthful;
- We are consistent in our beliefs and actions;
- We hold ourselves to high standards of moral and ethical conduct; and
- We are role models for the community.

## LAWS AND CONSTITUTION

We believe in the principles embodied in our Constitution. We recognize the authority of federal, state, and local laws. Therefore,

- We respect and protect the rights of all persons;
- We treat all persons fairly and without favoritism;
- We are knowledgeable of the law;
- We enforce the law, using reasonable discretion; and
- We obey the law.

EXCELLENCE

We strive for personal and professional excellence. Therefore,

- We do our best;
- We have a vision for the future;
- We seek adequate resources: staffing, facilities, equipment, training, salaries, benefits;
- We recruit and hire qualified people;
- We train and develop our employees to their highest potential;
- We are committed to fair and equitable personnel practices;
- We provide organizational mobility;
- We recognize and reward good performance and professionalism;
- We support reasonable risk-taking and are tolerant of honest mistakes;
- We are receptive to new ideas and to change;
- We work toward realistic, mutually agreed upon goals;
- We meet nationally recognized law enforcement standards; and
- We lead by example.

ACCOUNTABILITY

We are accountable to each other and to the people we serve. Therefore,

- We communicate openly and honestly among ourselves and with the community;
- We understand the importance of community values and expectations;

- We are responsive to community concerns;
- We acknowledge our mistakes and are open to constructive criticism;
- We manage our resources effectively; and
- We investigate complaints thoroughly and fairly.

COOPERATION

We believe that cooperation and team work will enable us to combine our diverse backgrounds, skills, and styles to achieve common goals. Therefore,

- We work as a team;
- We seek community support and involvement;
- We understand our role in achieving department and city goals and objectives;
- We share our responsibility to serve the citizens of our city with many other agencies and organizations;
- We strive to understand those who disagree with us;
- We seek the help and cooperation of others; and
- We seek to resolve conflicts.

PROBLEM-SOLVING

We are most effective when we help identify and solve community problems. Therefore,

- We give a high priority to preventing crime and helping all people feel safe;
- We recognize that crime is a community problem;
- We strive to anticipate and prevent problems;
- We actively seek opinions and ideas from others;

- We plan, analyze, and evaluate to seek innovative solutions; and

- We listen to problems and complains with empathy and sensitivity.

OURSELVES

We are capable, caring people doing important and satisfying work for the citizens of our community. Therefore,

- We respect, care about, trust, and support each other;

- We enjoy our work and take pride in our accomplishments;

- We are disciplined and reliable;

- We keep our perspective and sense of humor;

- We balance our professional and personal lives;

- We consult the people who will be affected by our decisions;

- We have a positive, "can do" attitude;

- We cultivate our best characteristics: initiative, enthusiasm, creativity, patience, competence, judgement; and

- We do nothing to discredit or dishonor ourselves or our department.

## TWELVE QUESTIONS FOR EXAMINING THE ETHICS OF A DECISION

1. Have you defined the issue accurately?

2. How would you define the problem if you stood on the other side of the fence?

3. How or why did this situation occur in the first place?

4. What is the intention of the person making the decision to begin with?

5. To whom and to what do you owe your loyalties as a member of the organization? Or do your loyalties lie with the community?

6. How do your loyalties and intentions impact the probable outcome?

7. Who could your actions or decisions injure?

8. Can you discuss the problem with the affected parties before you make the decision?

9. Will your decision withstand the test of time?

10. Could you disclose your decision without qualm to your supervisor, manager or chief? How about your family, friends or partner?

11. What is the symbolic potential of your decision if understood or misunderstood?

12. Under what conditions would you allow exceptions to your stand? What are your non-negotiables?

(Adapted with slight variation from Laura Nash, Harvard Business School; printed in Training & Development Magazine, November 1987.)

# CHAPTER III
## INFORMATION GATHERING

*"The finest thing in London is the Bobby; Benignant information is his hobby"*
*-- Arthur Guiterman*

Police executives who contemplate a shift to community policing must necessarily transform that vision into an operating reality. To accomplish this, a wealth of information must be gathered, synthesized, and analyzed to assure that informed decisions are made at every stage of the process. Quality information about CP and what it means for the police and for those they serve is vital to success. Gathering information is an on-going process that begins the moment talk about CP first surfaces, and continues throughout the life of the police-community "partnership." Once an agency is well on its way in the implementation process, continuing information gathering is essential to keep up with the evolving understanding of what CP entails.

This chapter is an attempt to alert change agents within police organizations to what they will need to know, even before planning begins. Several central questions will be addressed in this chapter:

- What does a change agent need to know to implement CP?
- What do internal and external CP partners need to know?
- How do you assess an agency's capacity for change?
- How do you assess the community's capacity for change?
- How are focus groups conducted?

Answers to these and other questions will naturally vary, depending on budget considerations, the size of the agency involved, the nature of the community which it serves, the needs of that community, and the general political climate.

## WHAT DOES A CHANGE AGENT NEED TO KNOW TO IMPLEMENT CP?

Change agents must assess their own knowledge of CP: they should feel very comfortable with their understanding of it and their ability to convey what they know to other participants in the change process.

### How Long Will the Transition to CP Take?

Change is an on-going process. This is especially true when the proposed change is comprehensive in nature. The most significant intangible factor which a change agent must deal with is timing, as it relates to the internal and external climates for implementation (Cordner, et al., 1991). The pace at which the transition to CP will occur is largely dependent on the attitudes of officers towards change (Goldstein, 1990). The bigger the size and operations of a police organization, the longer the transition to CP will take (Sparrow, 1991). Experience has shown that it is best to develop clear and reasonable goals and time schedules, because pushing too fast involves a large degree of risk (Research in Brief, 1992).

### What Else Does a Change Agent Need to Know?

CP calls for fundamental changes in the way the police view themselves and how they and those they serve understand the police role in society. From the refinement of an agency's mission statement to the assessment of the agency's position in the community, significant changes both inside and outside a police agency are required. Inside a police agency, the task facing a change agent is nothing less than to change the fundamental culture of the organization (Sparrow, 1991). A change agent must hence be aware of the implications of CP for issues such as:

Recruitment;

The selection process;

Training;

The police bureaucracy;

The police subculture;

Staffing levels;

Assignments;

Performance evaluation;

Reward systems;

Role expansion;

Police accountability;

Traditional law enforcement methods;

Crime control strategies;

Crime displacement;

The agency's overall performance;

Resource availability and allocation; and

Information and technological systems.

In addition to these issues, a change agent should also understand what impact CP will have on specific individuals and groups within a police organization, and how their roles may be changed by it:

The leadership (sheriff/chief and deputies);

Middle managers (captains, lieutenants);

Supervisors (sergeants);

Detectives (criminal investigators);

Line personnel (motor patrol personnel in particular);

The police union; and

Civilian personnel.

Finally, a change agent should contemplate how best to go about establishing a "partnership" with the agency's clientele, the community which it serves. For CP purposes, the community may mean an individual resident, a block club, neighborhood watch groups, local businesses, religious congregations, and educational institutions. Reliable information about any individual, group, or entity that is part of, or has an interest in, the community should be readily available. The following is a partial list of CP partners:

Media organizations;

Elected officials
- mayors
- city managers
- city council members;

Other public agencies
- streets and sanitation department
- health department
- welfare/human services department
- licensing and inspections department
- housing authority/ commission
- chamber of commerce
- better business bureau
- motor vehicle department
- utilities departments
- zoning board
- transit authority/transportation department
- fire department
- education department (school boards);

Other criminal justice agencies
- department of corrections (including probation department, parole board, juvenile detention centers)
- city attorney
- county attorney/prosecutor
- the courts
- federal agencies;

Community groups
- block clubs
- neighborhood watch groups
- homeowners' associations

tenants' associations
church groups
civic leaders
parent/teacher associations;

Non-profit organizations
counselling centers
homeless shelters
shelters for battered or abused women
youth runaway shelters
victim resource centers
charitable organizations; and

Business community;
large corporations
smaller businesses
merchants' associations
landlords' associations
private security industry.

The breadth of changes and development of new relations that accompany a shift to CP should alert change agents to an implicit aspect of their role: by announcing an intention to bring about such significant changes, change agents will automatically assume a heavy burden. They naturally become the focus of attention, and this makes them the target of any opposition that might arise (Moore and Stephens, 1991). It is for this and other reasons that the sheriff/chief should ideally lead the charge in making the transition to CP (Trojanowicz and Bucqueroux, 1994). Also, the chief executive is in the best position to emphasize the department's commitment to CP by providing sustained leadership.

What are the Implications for Recruitment?

Police organizations must necessarily make changes in their recruitment guidelines to reflect a commitment to CP. Recruitment efforts should be broadened to attract a more educated pool of candidates. Change agents should seek recruits that are "people-persons:" recruits with superior communication skills, along with empathy and sensitivity to ethnic, racial, sexual, and other cultural differences (Trojanowicz and Bucqueroux, 1994). When an organization has made sufficient progress in the shift to CP, surveys of successful CP officers should be conducted to identify characteristics that can assist recruitment efforts (Brown, 1991).

What are the Implications for the Selection Process?

As with recruitment, the actual process of selecting candidates should also reflect the department's commitment. Selection testing, including its psychological and background investigations components, should be revised or enhanced to identify candidates with an orientation to CP (Brown, 1991).

What are the Implications for Training?

Providing adequate and substantive CP training for all sworn and civilian police personnel cannot be over-emphasized. In this regard, a change agent's role is critical. The magnitude of changes called for by CP requires a strong commitment to on-going training. A one-shot effort, comprised of a few classroom lectures, will not do it: CP requires "a substantial commitment of time in different settings spread over a long period, a special curriculum, the best facilitators, and the development of problems, case studies, and exercises that engage the participants" (Goldstein, 1993). Ideally, a change agent should devise and develop a department-wide training plan before any formal steps are taken to implement CP. For recruits at the police academy, modified training curricula can outline a broader conception of the police role.

Research that is focused on identifying the current state of affairs of the department, the nature and scope of community problems, and the experiences of other police agencies is necessary when developing such a training plan (Cordner, et al., 1991). It is often the case that the nature of the problems confronting a community will dictate what the focus of training should be. Also, the experiences (both successes and failures) of similarly situated police agencies should provide added insights about the pace and intensity of training. A change agent may form a committee or seek outside assistance, usually from academic institutions, to assist in the research process.

A key issue to be considered in a training plan is officers' capability to solve problems. One objective of CP training should be to improve the problem-solving skills of all officers, especially line police personnel. A change agent will facilitate problem-solving efforts by devising and issuing a problem-analysis model for use by all department personnel (Brown, 1991).

The broader objective of CP training is to assure that all sworn and civilian personnel facilitate the efforts of CP officers in improving the quality of life in their respective neighborhoods. To achieve this end, mechanisms should be developed for officers in the field to provide feedback to assist change agents in refining training goals and objectives. Such feedback is critical to the success of CP implementation: it keeps planners and trainers in touch with the initiative as it takes shape in the field (Cordner, et al., 1991).

What are the Implications for the Police Bureaucracy?

CP approaches call for a more decentralized chain of command. The hierarchical chain of command that is typical of most police agencies will require revision to open communication channels between top management and CP officers. The sheriff/chief, as change agent, must be willing to jump the chain of command occasionally to ensure that decisions made at the top are being implemented below (Trojanowicz and Bucqueroux, 1994). Change agents will need to devise methods to reduce the number of layers between top management and officers.

What are the Implications for the Police Subculture?

It is important to acknowledge the formidable presence of the police subculture and understand how it may work to impede the transition to CP. The police subculture has been described as, "that intricate web of relationships among peers that shapes and perpetuates the pattern of behavior, values, isolation, and secrecy that distinguish the police" (Goldstein, 1977). A change agent can reduce the strength of the police subculture by providing officers with legitimate and clear-cut functions (Goldstein, 1993). This eliminates a major source of strength of the police subculture: the shared desire officers have to take short-cuts and bend the law to perform their duties (Goldstein, 1993).

## WHAT DO INTERNAL CP PARTNERS NEED TO KNOW?

The magnitude of change called for in community policing requires that all police personnel (both sworn and civilian) be active participants in the shift to CP. Change agents should explicitly declare that input will be sought from personnel at all levels of the agency and specific issues regarding changes in officers' roles should be addressed. More importantly, the values

underlying the shift to a CP philosophy should be conveyed and reinforced over and over again.

How Should CP Values be Communicated?

Once a commitment has been made to embrace the set of values that characterize CP, the sheriff/chief must articulate those values to subordinate personnel. A statement of values is an effective way of communicating with personnel: value statements should be concise, carefully drafted, include what a department stands for, and define quality police service. By incorporating CP values into all decisions affecting the daily operation of an organization, especially performance evaluations and promotion criteria, the strength of the message can be reinforced over time (Goldstein, 1990).

What About Officers' Expectations?

The general uncertainty which accompanies a shift to CP often will prove unsettling for rank-and-file personnel. Police personnel usually derive security from their expectation and knowledge that the organization will continue to operate as it has in the past (Moore and Stephens, 1991). Change of the magnitude contemplated under CP will disturb firmly-rooted expectations of how things ought to be done. It will be up to change agents to reassure officers that, in the long run, advantages will be derived.

What About Officer Involvement in the Change Process?

Input from personnel at all levels of a police agency should be solicited when making the shift to CP and all police personnel should be encouraged to actively participate in the change process. Subordinate personnel need to play a meaningful role in the change process to reduce the threat to them and gain their commitment to it (Duncan, 1972). Meetings between change agents and subordinate officers should allow for an exchange of ideas in an environment in which officers of different ranks are free to air their views without fear of reprisal (Trojanowicz and Bucqueroux, 1994). Lower-level personnel who provide suggestions on proposed changes will feel that they have a stake in the outcome.

Although all police personnel should be involved in the change process, the degree of involvement will vary for different

individuals and groups. Cordner, et al. (1991), suggest that the sheriff/chief should be involved at all stages of the process; the involvement of middle managers should be substantial; the investigative division should be gradually involved; and total involvement of the patrol division is necessary.

## WHAT DO EXTERNAL CP PARTNERS NEED TO KNOW?

Change agents will bear the initial responsibility of selling the CP philosophy to the entire spectrum of individuals and groups that make up the community. Communication channels with the constituents of the community should be opened, so that input from external partners can be solicited. A change agent will have to begin the process by articulating to the various sub-communities what CP will mean for them; the role to be played by the various sub-communities is a logical starting point.

### What Role Should the Community Play?

The community needs to know that they share a major part of the responsibility of enhancing public safety and order and that their role includes providing resources when needed, such as volunteers, and serving as the "eyes and ears" of the police. Members of the community will be called on to participate in periodic surveys regarding such issues as fear of crime and crime prevention. A change agent should reach an understanding with key members of the community about the significance of community participation.

### What About Community Expectations?

While tremendous enthusiasm often surrounds a shift to CP, results will not appear overnight. The gradual and timely manner by which results appear should be made known to the community. CP involves both short and long term goals and objectives, and the community should be aware of this and that the police will no longer conduct business as usual. Key members of the community typically view the fundamental role of the police as crime fighters (Moore and Stephens, 1991). These longstanding expectations of traditional policing will be unsettled by the uncertainty that accompanies a shift to CP: new methods need to be explained at an early stage in the transition.

Community expectations about police capability need a healthy dose of reality. Traditional law enforcement practices often inflate the public's impression of police capacity to enforce the law (Goldstein, 1993), and public expectations are created by the way the organization elects to present itself and its activities to the community (Moore and Stephens, 1991). Change agents should level with the community about what can and cannot be accomplished.

What About Calls-for-Service?

The handling of calls-for-service under CP will probably be limited to more serious emergencies; community expectations should be prepared. Adoption of a CP philosophy strains available resources, which must be used in the most efficient manner. It will be up to a change agent to educate the public to limit **911** calls to emergency situations. Community partners should be informed that an immediate police response may not be forthcoming in non-emergency situations. Town-hall meetings with community residents and use of the local media are ways by which the police can get out this message.

How Does the Media Affect CP?

Change agents need to develop a working relationship with the media. Successful implementation of CP is heavily dependent on a two-way exchange of information between the police and the community. Communications between the police and community residents should be broadened beyond personal contacts in neighborhoods (Williams, 1991). Specific suggestions for media relations are addressed in a later chapter.

What Should Other Public Agencies Know?

The CP philosophy contemplates a working partnership between the police and other governmental agencies. CP officers will often need the assistance of public agencies such as the housing authority or streets and sanitation to solve community problems. Once a shift to CP is contemplated, meetings with representatives of public agencies should produce cooperative agreements and an understanding of common goals. Experience has shown that CP often means an increased workload for other public agencies, and that some agencies are unable to respond as quickly as the police and citizens would like (Research in Brief,

1992). The possibility of increased workloads should be made known at the outset; this will begin the process whereby compromises are reached on what to expect from public agencies.

## HOW TO ASSESS AN AGENCY'S CAPACITY FOR CHANGE

The general climate for change inside a police agency will often dictate how ambitious its CP initiative should be and the process of assessing an agency's capacity for change should not be an afterthought that follows the decision to implement CP. Reliable information about an agency's orientation towards change in general, and CP in particular, is necessary to determine what the scope of its CP initiative should be, and the pace at which change is to occur.

The task of assessing an agency's readiness for CP will naturally fall on key players in the change process. To successfully complete this task, change agents will have to recognize that there is a distinction between capacity for change in general and capacity for specific change. This distinction is important. While the general climate within an agency may be receptive to change, there is no guarantee that the same agency will be receptive to CP. Determining whether an agency has the capacity to make the shift to CP should be the primary concern of change agents.

There are several ways by which change agents can go about assessing an agency's orientation towards CP. To get a fairly accurate forecast of the climate for CP within an agency, change agents will, at a minimum, have to do the following:

- Critically examine the agency's past experiences with innovative strategies;
- Conduct archival research to provide information about the experiences (successes and failures) of other agencies with CP;
- Conduct a pre-change organizational diagnosis; and
- Conduct periodic attitudinal surveys of personnel.

## An Agency's Past Experiences with Innovative Strategies

A number of police organizations have had recent experiences with innovative strategies and tactics which have been identified with the CP philosophy: for example, some have experimented with foot patrols, others have officers on certain beats riding bicycles or motor scooters. To be sure, these discrete experiments with innovative ways of policing are not to be confused with CP. With its emphasis on proactive responses to community problems, community involvement in policing, reorientation of patrol services, decentralization of the command structure, more judicious use of police resources, and police dependence on the community for their legitimacy, CP contemplates far more sweeping and fundamental changes in policing. These isolated experiments with innovative strategies are, nevertheless, a valuable source of information for change agents.

In an agency which has had experience with such programs, the starting point for assessing that agency's capacity for CP should involve looking to the past. The manner in which the agency has responded to prior change efforts may provide a basis for reliable predictions about that agency's capacity for CP. Analyzing internal police data about experiments with innovation in an agency can lead to the discovery of consistent patterns.

If an agency has made a tentative decision to implement CP through specialized units, a change agent should explore how much success that agency has had with such units in the past. Interviews with veteran officers in the department will provide firsthand experience with continuing and dissolved units. The important lesson to remember is that data and other sources of information that are available inside a police agency should not be overlooked when assessing an agency's capacity for CP. Change agents should take advantage of this rich source of information by critically examining what went right or wrong with past attempts at innovation.

## Looking to the Experiences of Other Police Agencies

Assessing an agency's readiness for CP has been made somewhat easier because of the well-documented experiences of various agencies with innovative policing strategies. Change agents should direct their focus to those agencies that are similar

to theirs in as many respects as possible, including the size of the agency, its organizational structure, the makeup of the community which it polices, and the nature of community problems. Examining the experiences of similarly situated agencies will enable change agents to get a sense of what to expect in their own agency and may assist in preventing problems by enabling them to alter their agency's climate for change.

Doing the actual search for information is less challenging than it might at first appear. Most of what has been written about CP is based on the actual experiences of police agencies with initiatives that have been variously labeled "neighborhood-oriented policing," "problem-oriented policing," and "community policing." Major sources of such information are government agencies, professional associations, and academic institutions with useful information for research and planning. An appendix includes lists of such information gathering sources.

Change agents can get a firsthand look at the CP experiences of other agencies by making site visits: the goal should be to make a checklist by which your agency can be assessed. Change agents should always contemplate how the information they are gathering is relevant in the context of their particular agency.

Site visits or research may reveal, for example, that highly centralized agencies have had problems implementing CP or that agencies that have had success in implementing CP are characterized by fixed shift arrangements. Although information from the experiences of other agencies often will parallel academic literature about CP, an insider can best identify what will be useful to a particular agency.

Pre-Change Organizational Diagnosis

A pre-change organizational diagnosis should focus on the individuals in a police agency, not its organizational structure. The primary objectives of this assessment of both sworn and nonsworn personnel are: (1) finding out how much they know (from experience, reading, or word-of-mouth) about CP, (2) determining whether they think CP will work in their department, and (3) determining whether they think CP will work in the community they police.

An effective way to develop a survey instrument is to conduct brainstorming sessions to flush out questions that reflect the concerns of personnel in a particular agency. Change agents can generate discussion by throwing out phrases such as "resistance," "special units," "problem-solving," and the like. Questionnaire items can also be developed from focus group interviews, a subject to be discussed later in this chapter. Questions from personnel within an agency will more closely address issues that are specific to the agency and the community that it polices.

The survey instrument at this pre-change stage should be kept relatively simple: something elaborate is neither advisable nor desirable. The goal of the survey is not to measure complex constructs, but rather to get a feel for employees' orientation towards CP. That is why change agents (not external researchers) should play the lead role in generating questions for inclusion in the questionnaire. A relatively short questionnaire that includes a few questions which elicit written comments ("open-ended" responses) is advisable. An elaborate survey instrument may give some officers the impression that the organization has made a definite commitment to CP and is only soliciting their input after the decision has been made.

In an appendix to this chapter can be found a list of the types of questions which may be included in a pre-change diagnostic survey instrument. Some of the questions are designed to assess receptivity to change in general, while others are designed to specifically assess orientation to CP. As mentioned before, change agents should remain mindful of the distinction between capacity for change in general and capacity for CP. An employee's attitude toward change, in a general sense, may not always be a good predictor of behavior: an employee may have a positive attitude toward change in general, but a particular change could elicit negative attitudes (Dunham, et al., 1989).

Although change agents should play the lead role in generating questions for inclusion in the questionnaire, they should seek outside assistance in finalizing the survey instrument, pretesting the questions, administering the survey, and analyzing the results. Outside assistance from researchers in local community colleges or universities is necessary because certain basics of survey research methods must be followed if survey results are to be reliable.

For example, the choices of responses that are available for any given survey item must be mutually exclusive. Also, there should be a logical progression to the types of questions asked. A pretest of the survey instrument is a must. It is also advisable to guarantee all survey participants that their identities and responses to questions will be kept confidential. A letter from the sheriff/chief should explain the purpose of the questionnaires to department personnel, and ask that they provide honest answers to the questions. Finally, the time to conduct the survey should be restricted, since responses can be contaminated when personnel discuss the survey instrument with others who have yet to be surveyed.

This preliminary diagnosis is important because the climate for change that exists in an agency may have to be changed before any actual innovation is attempted (Duncan, 1972). A pre-change diagnostic survey is one mechanism through which change agents can reliably determine an agency's capacity for CP.

Periodic Attitudinal Surveys

Periodic attitudinal surveys of personnel are a good idea, especially for agencies that are in the process of implementing CP. Major change requires time and persistent encouragement by change agents to sustain the initiative and periodic attitudinal surveys are necessary to assess whether attitudes towards CP are becoming more or less favorable.

Assessment of orientation toward a change effort will be different if the proposed change is aimed at an overall shift in operations or if it is aimed at implementing a specific program (Dunham, et al., 1989). Where CP is initiated as an experiment in one small area, the challenge will naturally be less demanding than if it were adopted as a department-wide philosophy and a city-wide strategy (Trojanowicz and Bucqueroux, 1994). Through periodic surveys of police personnel, change agents can specifically assess whether attitudes fluctuate between favorable and unfavorable, given the choice between a department-wide approach versus a specialized unit approach.

The mechanics of questionnaire development and administration are the same for a pre-change survey of personnel as they are for followup attitudinal surveys. But the substance of attitudinal surveys should go beyond employees' broad reactions to CP: a shift to CP will provide new issues that are of concern to

personnel and periodic surveys are a useful mechanism in the long-term *process* of assessing an agency's capacity for CP.

## ASSESSING THE COMMUNITY'S CAPACITY FOR CHANGE

A major source of the enthusiasm which CP has generated within police circles is that the philosophy is an easy sell to the public. When the police are able to effectively communicate to citizens the benefits of community policing, it is unlikely that community members will turn their backs on the effort. But it is only after providing the public with adequate information about CP that a change agent can go about assessing the community's capacity for change.

### Using the Media

The media is the conduit through which information can be transmitted from the police to the community. Change agents can use the media to accomplish the dual objectives of educating the community about CP and assessing the community's capacity for change. Of course, change agents are not limited to the media when it comes to raising citizens' consciousness about CP. Community meetings, use of citizen advisory groups when planning for change, and developing beneficial relationships with civic leaders are all ways by which the police can get their message across to the community. The media, however, remains the most powerful communication tool for reaching a great many members of the community and all of the techniques discussed in a later chapter should be employed.

Once the community is sufficiently aware of what CP entails, a public opinion poll in a local newspaper is a sure way of assessing the community's capacity for change. A basic question which asks community members whether or not they think CP will be "good policing" for their city or town will provide useful information about that community's capacity for CP. Such a poll should always include a "don't know" response option because certain segments of the community may still not understand CP. Results obtained from such a poll will vary with changing circumstances and the passage of time. It is best to view such polls as "snapshots" of community opinion at a particular point in time.

Citizen Feedback

Another approach to assessing the community's readiness for change involves soliciting feedback from people who call for police service or who seek police assistance, as other service-oriented industries do. By assessing whether their clientele, the citizens, are concerned with issues such as professionalism and courtesy, change agents can better understand what community members need from the police. Knowing what citizens want from the police will provide some indication of how receptive they will be to the ideas underlying CP.

A simple question that asks whether the person who called for service was satisfied with the level of professionalism displayed by the responding officer can reveal a lot about what citizens want from the police. Although limited resources are always a concern, change agents can devise creative ways by which feedback from citizens can be obtained. One way is simply to have the responding officer leave the evaluation form with the party who called for service. The responding officer can explain to the person why the forms are necessary, and request that they return it by mail or in person to the police department. An alternative approach involves calling persons who recently had contact with the police and conducting the evaluation over the telephone. Even if the person is unable to remember which officer responded to the call, the information obtained will still be valuable in assessing what citizens consider important.

Personal Exchanges

Sending officers into the community to find out what citizens think about CP is another possibility. When a change agent is comfortable with the level of understanding of CP that some officers have, those officers can be valuable assets in disseminating the police message and observing public reaction to it. In meetings with homeowners, merchants, and others in the community, such officers can go directly to the people and find out what they think. So long as police representatives level with community members about what CP entails, reliable information about the community's capacity for CP will result.

## HOW TO CONDUCT FOCUS GROUP SESSIONS

Focus groups are a useful technique for collecting qualitative data about CP. Essentially, they are group interviews

that rely on interaction among the group's participants as they provide responses to topics that are supplied by a moderator (Morgan, 1988). Focus groups serve a variety of purposes; for the change agent who seeks information about CP, they can be used to:

- Generate raw data about CP;
- Generate hypotheses about CP;
- Formulate or refine questions for inclusion in a survey questionnaire;
- Develop or refine response categories for survey questionnaire items;
- "Pre-test" a survey instrument before actual administration to the targeted population; and
- Explore tentative findings obtained after a survey.

Although focus groups are relatively inexpensive and easy to conduct when compared to other qualitative data collection methods, much planning and preparation needs to be done before a group interview. Since it is generally understood that more than one group interview will be required, the planning stage should establish a tentative number of interviews to be conducted. Morgan (1988) suggests that the goal should be to do only as many interviews as are necessary to adequately answer the research question.

Planning for focus groups involves determining the number of group interviews, where to conduct the interviews and who the participants should be. A large conference room in the police department is an appropriate site for a group interview and police personnel will typically be the target population from which focus group participants will be chosen. When change agents include certain members of the community as focus group participants, such persons will typically occupy positions of leadership in the community. What follows is a brief synopsis of the actual mechanics of conducting successful focus group interviews.

The Moderator

The moderator of a focus group interview supplies the topics that are to be discussed during the interview. The

moderator need not have impressive professional credentials to conduct a focus group interview (Morgan and Krueger, 1993). A skillful person who projects sincerity, is flexible, has a sense of humor, and most of all, has the ability to listen makes for a good moderator (Krueger, 1993).

The level of moderator involvement after the introduction of the first topic for discussion may consist of a few comments or it may take a more directive and structured form. Morgan (1988) suggests that low levels of moderator involvement are best when the research is exploratory in nature, with the hope of learning something from the participants. If there is an externally generated agenda, the moderator may go beyond merely introducing topics and play a larger role in the discussion. Because most focus group interviews on CP will be exploratory in nature, change agents should opt for the more unstructured type of discussion, letting participants carry the discussion until the moderator introduces a new topic.

The Participants

The extent of the participants' knowledge about the subject matter to be discussed has implications for determining whether to proceed with focus groups in the first place. Other qualitative data collection methods should be pursued if the participants do not know enough about the topic or are not sufficiently involved in the discussion (Morgan, 1988). For this reason, change agents may want to limit focus group participants to persons in the department who have some knowledge about CP. Individual interviews may be more appropriate for community members and others in the department who do not have sufficient knowledge about CP.

The number of participants in a focus group interview should generally be between eight and ten. The selection of participants should always be done with an eye to the dynamics of the group. A group environment that makes it impossible for all participants to share equally in the discussion is not desirable. The goal in conducting focus groups should be to "listen to the participants' point of view, and groups that limit the participants' opportunity to present their own feelings, opinions, and experiences are counter to this goal" (Morgan and Krueger, 1993).

For reasons of group dynamics, change agents should contemplate whether to put rank-and-file police officers with their supervisors or middle management personnel in one focus group

interview. It is better to avoid mixing categories of participants who occupy different roles with regard to a topic, especially when they have routine patterns about what they do and do not discuss together (Morgan, 1988). Because CP casts different levels of personnel in different roles, separate group interviews may be the solution to role-based differences.

Data Collection

The average focus group interview lasts between one and two hours. Tape recording the interview is a necessity, since the raw data that is generated from group interviews are the transcripts of the discussion. The moderator should inform the participants at the outset that the interview is being recorded. Although the audiotapes will be transcribed for analysis purposes, the moderator should also take notes during the interview.

The moderator typically begins the session by making a few comments about the broader topic to be discussed. This should be followed by brief remarks about procedural matters, such as how long the interview will last, or what should be done if someone wants to use the washroom or leave early. The moderator should also stress the importance of paying attention to whoever is speaking; the quality of data will likely suffer when some participants carry on side discussions while another participant is speaking.

Following the moderator's opening remarks, focus group participants should be asked to introduce themselves. Each participant should make a brief, uninterrupted statement of name and general background. The initial topic to be discussed should then be introduced by the moderator, who may limit personal participation in the discussion if the research will benefit from low levels of moderator involvement. As mentioned earlier, the exploratory nature of research on CP suggests that change agents should prefer a low moderator involvement approach.

Data Analysis

The analysis of data obtained from focus group interviews begins after the recorded audiotapes have been transcribed. During the analysis phase of the research, it is important to remember that the basic unit of analysis is the group. A change agent should see each group of participants as a separate unit for analysis purposes. The transcripts from each group interview

should be read over several times before the most challenging aspect of the research process begins: coding.

Coding involves grouping key words and phrases that derive from the same underlying perceptions and experiences together at the margins of the transcript. A lot of subjectivity goes into the coding process. These words and phrases should be assigned into categories on the basis of similarity in content and emotive tone, and should also be examined for possible formation of subcategories (O'Brien, 1993). The best approach to take with respect to coding is to have two or more analysts each code the data separately. As Stewart and Shamdasani explain, "the use of multiple analysts provides an opportunity to assess the reliability of the coding, at least with respect to major themes and issues (1990)."

After data from each focus group interview has been coded into categories and subcategories, the results obtained from all of the group interviews should be examined to identify recurrent and dominant themes that are evident across all or most of the data. Multiple analysts should again be employed at this stage of the research.

The last stage of the research process is putting the results into a presentable form; some analysts prefer to include a few tables in the report to better highlight the breadth of experiences offered by the participants. In the end, however, what is important is the reliability of the results and their ability to shed more light on the topic that was the subject of the group discussions: CP.

## APPENDIX A

## TYPICAL QUESTIONS FOR ASSESSING RECEPTIVITY TOWARDS CHANGE

Adopted with permission from Randall B. Dunham, Jean A. Grube, Donald G. Gardner, and Jon L. Pierce. "The Development of an Attitude Toward Change Instrument." A paper presented to the Forty-Ninth Annual Meeting of the Academy of Management. Washington, D.C., 1989.

1. I look forward to changes at work.

2. I am inclined to try new ideas.

3. I dislike change because management usually fails to support it.

4. Change is risky.

5. Most of my co-workers benefit from change.

6. Change frustrates me.

7. I actively defend changes that I think will work.

8. Most changes at work are irritating.

9. Ideas usually improve over time.

10. I often suggest new approaches to things.

11. Other people think that I support change.

12. I usually hesitate to try new ideas.

13. Change usually reduces my ability to control what goes on at work.

14. I try to stay aware of new ideas in areas related to my job.

15. I usually benefit from change.

16. I adapt poorly to change.

17. Change usually creates more problems than it solves.

18. Change creates problems for my organization.

19. Trying new ideas is risky.

20. It is usually difficult to tell in advance whether a change will be beneficial.

## TYPICAL QUESTIONS FOR ASSESSING ORIENTATION TOWARDS CP

Adopted with permission from Rosenbaum et al., "Aurora-Joliet Neighborhood-Oriented Policing and Problem-Solving Demonstration Project: Impact on Police Personnel and Community Residents." Final Report, vol. 2. Submitted to the Illinois Criminal Justice Information Authority. Chicago, IL.: Center for Research in Law and Justice, University of Illinois at Chicago, 1993.

1. Police officers should make frequent informal contacts with the people in their beat.

2. Police officers should try to solve noncrime problems in their beat.

3. An officer on foot patrol can learn more about neighborhood problems than can an officer in a patrol car.

4. Citizens know more about what goes on in their area than do the officers who patrol there.

5. The prevention of crime is the joint responsibility of the community and the police.

6. Crime in their beat is not the only problem that police officers should be concerned about.

7. Police officers should work with citizens to try and solve problems in their beat.

8. Assisting citizens can be as important as enforcing the law.

9. Lowering citizens' fear of crime should be just as high a priority for this department as cutting the crime rate.

10. The presence of motor patrol cars reduces citizens' fear of crime more effectively than do foot patrols.

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# CHAPTER IV
## PLANNING FOR CHANGE

*"The police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police are the only members of the public who are paid to give their full-time attention to duties which are incumbent on every citizen in the interest of community welfare"*

*-- Sir Robert Peel*

Nothing changes but change itself! If this adage is true, then why is there so much resistance to an event that will occur regardless of what one thinks, wants or believes? Resistance can, and will, damage the efforts and best intentions of individuals pursuing the mission of the agency unless the agency--as a whole--becomes committed to effecting change. Whether it be operational or philosophical, the commitment from within must be total and consistent throughout the organization beginning at the top.

For decades, management consultants have been advising major corporations on how to maximize efficiency and production. Today's technology dictates change in the business world and management learns to adapt to survive in the economic arena. Although policing is far different in terms of product or end result, adapting to changing times places police departments in the same boat as businesses. Someone needs to be a 'change agent,' who will oversee steps taken to impact "the existing pattern of behavior of another person or social system" (Schermerhorn et al, 1985). As previously stated, the commitment must be at the top.

Herman Goldstein compares policing to the medical field in that once a disease (problem) is diagnosed (identified), then experts can prescribe medications (responses) and, if necessary, perform surgery (arrest), the most invasive, dangerous and expensive solution to a problem. As surgery does not define all of medical practice, Goldstein proposes that criminal law should not define policing: it is one aspect of the police function.

To facilitate acceptance and lessen anxiety among the rank and file, the philosophical theory of community policing should be defined in several ways: what it is and what it is not. Once officers understand the difference between policing, which is 80 percent of their daily work, and the remaining 20 percent of effort spent <u>enforcing</u> the law, the agency then needs to define each of

those parts. The enforcement part is easy: authority is dictated by the law and the mandate to protect is fairly universal in the police field. The majority of police work, however, is not related to arrest and narrowly-defined law enforcement; instead, it is related to the people, the community served by the police.

What about the majority, the 80 percent of police work? Dorothy Guyot addresses this question in a chapter titled "Patrol Officers: General Practitioners Who Make House Calls" in Policing As Though People Matter. Guyot (1991) lists 11 major policing responsibilities as follows:

1) To identify criminal offenders and criminal activity and, where appropriate, to apprehend offenders and participate in subsequent court proceedings;

2) To reduce the opportunities for the commission of some crimes through preventive patrol and other measures;

3) To aid individuals who are in danger of physical harm;

4) To protect constitutional guarantees;

5) To facilitate the movement of people and vehicles;

6) To assist those who cannot care for themselves;

7) To resolve conflict;

8) To identify problems that are potentially serious law enforcement or governmental problems;

9) To create and maintain a feeling of security in the community;

10) To promote and preserve civil order; and

11) To provide other services on an emergency basis.

This is an appropriate summation of the diversity police personnel encounter every day and a tremendous contrast to the observation made in 1910 by Leonard Felix Fuld that "the

policeman's life is a lazy life inasmuch as his time is spent doing nothing!"

Though many argue that community policing has been their practice all along, the real task of an agency attempting such a change is to provide much more definition as well as guidelines for that 80 percent. Focusing on problem-solving will utilize skills officers already possess: discretion, mediation, negotiation, knowledge of the area and, of course, the law. Problem-solving is an investment in the officer, and the agency will benefit from it in both the short and long term. Greater responsibility often results in greater satisfaction in work, especially work that makes a difference in people's lives. And making that difference is the initial motive for joining the force for the majority of recruits.

Neighborhood residents are acutely aware that arrest and prosecution are not working to deter crime these days. Those who are concerned about quality of life are willing to put time and energy into a strong neighborhood effort if they believe there is support and backing from other residents, local businesses and, of course, the police. Some efforts that have proven successful include "pot and pan brigades" and the "white hats" of Philadelphia. The latter group purchases drug houses while local townspeople rehab the buildings to make them liveable--hard work and a focused vision work toward reclaiming a neighborhood.

If you think of community policing as "democracy in action," as the Community Policing Consortium (funded by the U.S. Department of Justice, Bureau of Justice Assistance, the Consortium comprises four of the leading policing organizations in the United States: the International Association of Chiefs of Police, the National Sheriffs' Association, the Police Executive Research Forum, and the Police Foundation) does, it follows that there must be positive results because of the investment of all participants. All investors, so to speak, have a common goal of providing a safe environment: the community is no longer dependent on the police alone to make this goal a reality.

At first comparison of the police world to the business world, similarities seem to be few because of the differing missions. Businesses provide a product or service to make a profit for their shareholders; police agencies, on the other hand, are designed to serve the public. However, some common traits and rules are worthy of comparison, including the application to police

agencies of the truism that a company which does not provide quality and service is likely to fail.

What business and police often do have in common is the method of running their shops and the necessity for change in order to be effective. The first line in the "Acknowledgements" section of the recently published Reengineering the Corporation (1993) is the assertion of authors Hammer and Champy "that American corporations must undertake nothing less than a radical reinvention of how they do their work." They claim that this radical change is necessary for survival.

As the social world has changed radically, service agencies have reacted. Although the change in philosophy to community policing is considered radical by some, the consensus of late is that this change is necessary to survive.

A strikingly significant paragraph appears later in Reengineering the Corporation:

> "Reengineering capitalizes on the same characteristics that have traditionally made Americans such great business innovators: individualism, self-reliance, a willingness to accept risk, and a propensity for change. Business reengineering, unlike management philosophies that would have "us" become more like "them," doesn't try to change the behavior of American workers and managers. Instead, it takes advantage of American talents and unleashes American ingenuity."

Community policing is not designed to change the behavior of the police officer. It is intended to allow the officer more discretion; to allow innovation in solving problems and to allow access to those talents already in the community that can only enhance his or her efforts to keep the community safe.

Former NYPD Assistant Chief Aaron Rosenthal refers to the move towards community policing as the "get on board" syndrome. In a Law Enforcement News article of November 30, 1994, Rosenthal addressed some of the obstacles that prevent players from getting on board. At first glance, the nickname itself suggests the cynicism which is a serious obstacle, a cynicism related to the mixed signals given to the street officer torn between the various interests of the community and ambiguous definitions and directions from command staff.

Rosenthal believes the cynicism develops further because of a department's attempt to place everything "under the umbrella of community policing, irrespective of its applicability or relevance." An agency moving toward community policing, therefore, is cautioned to carefully place policy and procedures in an appropriate manner. Each change should be spelled out clearly, explained and reiterated at roll call.

Just using the language of community policing is not enough, especially if the community is being educated at the same time as officers. Rosenthal warns that "sooner or later some community leaders reach the conclusion that a serious chasm exists between the showroom spiel used to sell community policing to the public, and the actual on-the-street product their tax dollars have purchased." Definition is important: with the burden of responsibility on command staff, community policing must be viewed and defined similarly throughout the department. Any variation on the theme could result in deepening cynicism and obstinate resistance.

Probably the most difficult achievement is acceptance of change by the command staff. According to Lee Brown, former Commissioner of the New York City Police Department, "police administrators have assumed they were the experts and therefore knew what police services the community needed and how these services should be provided." But in community policing, the residents of the community describe the problems and needs of their streets, expecting the experts to respond to these concerns.

Because society is constantly changing, so too must the agencies designed to serve and protect society. Lee Brown lists problems that police administrators will face in the next decade:

- Perpetual change will be the byword of the 1990s. The status quo will be the exception rather than the rule;
- As citizens ask for more services, the demands on police will increase;
- Police agencies will be under increasing pressure from the community, their own employees and elected officials to bring about desired changes;

- The public's demands will be voiced by special interest groups, particularly those at the neighborhood level;

- The public and elected officials will continually demand greater accountability from police agencies; and

- Tighter fiscal controls will be placed upon police agencies, and budgets submitted by police chiefs will be scrutinized more closely.

Police administrators must, and will, meet the challenges that change brings with a healthy and constructive frame of mind.

Police administrators have the ability to either speed up or slow down the rate of change. To wield this power in the right direction, administrators need to sharpen universal management skills. The role as a change agent requires vision and an underlying set of values. In "How to Implement Change" in the text Understanding Human Relations, the goals most common to managers include "greater consideration for human factors, greater understanding between and within working groups, developing better methods of conflict resolution, and improving the interpersonal competence of managers."

The following table lists targets and possible change methods that apply to both business and service organizations. Note that of the various suggested change methods, most require modification to process, not total renewal.

Organizational Targets for Change
and Methods for Dealing with Them

| Targets | Possible Change Methods |
|---|---|
| Purposes and Objectives | Clarify overall mission; modify existing objectives; use management by objectives |
| Strategy | Modify strategic plans; modify operational plans; modify policies and procedures |
| Tasks | Modify job designs; use job enrichment |
| Technology | Improve equipment and facilities; improve methods and workflows |
| People | Modify selection criteria; modify recruiting practices; use training and development programs; clarify roles and expectations |
| Structure | Modify job descriptions; modify organizational design; adjust coordination mechanisms; modify distribution of authority |

Understanding Human Relations, Graham, 1982.

Resistance, dealt with in a positive manner through education and communication, can have positive effects and the plan to effect change should be developed with this in mind. In addition, participation in the design and implementation of change can reduce resistance to the process and, ultimately, convert it to support.

## HOW ARE GOALS, STRATEGIES AND TACTICS DEVELOPED?

A few definitions are in order. The dictionary defines a goal as "the end toward which effort is directed"; to more precisely determine what that "end" is, an agency needs first to determine its mission. A mission statement describes the philosophy of the agency and legitimizes its existence. It needs to be clear enough to prompt action. The statement "to serve and protect," common

to many law enforcement agencies, tells insiders and outsiders alike that the police department is a service-oriented organization, not necessarily a law-oriented one.

While this type of statement appears simple and concise, the agency's mission statement should also provide guidelines for strategic evaluation. Therefore, structuring a mission statement should include enough information so as to define the function, market, and management necessary to plan strategies and objectives which lead to attaining the goal.

During the planning stage of a project designed to bring the police and citizens of Newton County closer to what neighborhood oriented policing can accomplish, the sheriff's office redefined or modified the agency's mission as follows:

## MISSION STATEMENT OF THE NEWTON COUNTY POLICE DEPARTMENT

The Newton County (Indiana) Police Department is organized and operated to serve all the citizens within Newton County, regardless of religion, race, creed, sex or national origin, in a fair, reasonable and compassionate manner. In addition to the commitment to the traditional activities concerning crime control and crime prevention, the Department will provide a community based type of policing which utilizes both community and police in solving problems of mutual concern.

This relationship between the police and the many communities of Newton County will be one of cooperation in combating all aspects of criminal behavior, criminal conducive environments, and disrespect for individual rights. The public perception will be that community police are real, personalized officers who offer concern and concrete assistance. In essence, the Newton County Police Department will, to the best of its ability, direct all resources available to solving those community problems that affect the quality of a safe and peaceful life in Newton County.

Toward accomplishing its mission, the Newton County Police Department is dedicated to providing a quality work environment and the development of its members through effective training, education and leadership.

## WHO SHOULD BE RESPONSIBLE FOR PLANNING

Harry S. Truman said "the buck stops here." The same concept applies for accepting responsibility for implementing a change in philosophy. The sheriff/chief plays the most important role in defining, planning and executing the change. However, the sheriff/chief does not act alone. In their study "Implementing Community Policing: The Administrative Problem," George L. Kelling and William J. Bratton targeted middle managers (lieutenants and captains) as one of the three sources of resistance; the other two are unions and detectives. It is this level of management, in police agencies and the corporate sector as well, that carries the weight of change since they control the day-to-day operations.

Quoting management guru Peter Drucker, the authors suggest placing the focus on top management:

> "To focus on resistance to change is to misdefine the problem in a way that makes it less, rather than more, tractable. The right way to define the problem so as to make it capable of resolution is as a challenge to create, build, and maintain the innovative organization, the organization for which change is norm rather than exception, and opportunity rather than threat."

As a result of their studies of police departments in Dallas, Cincinnati and Kansas City, Kelling and Bratton identified the following principles which ensure that middle managers "become the leading edge for creativity and innovation:"

1) Middle managers must be included in the planning process;

2) Chief executives have to acknowledge that middle managers have legitimate vested self-interests that must be served if commitment to change is to be secured;

3) When the agency's leader creates a strong vision of the business of the organization, middle managers are prepared to pick up the mantle and provide leadership in innovation;

4) Middle managers must believe they can succeed;

5) Organizations must develop tolerance for failure; and

6) Given the importance of attempting to develop a system in which innovation and renewal are to be valued, middle managers will need to add skills not necessarily in their current repertoire, dominated as police organizations have been by the need to control.

The whole department is on the line and, therefore, an individual or a group may be designated with the responsibility for visualizing actions necessary to make community policing a reality. Since participation can alleviate fear and resistance, a representation of all ranks on a planning committee may prove to be most effective. The department's first line manager, the sergeant, is a vital link in carrying out any new program or policy. It is the sergeant and officers reporting to him or her that perform the greatest amount of police work: consider their input because they are on the front line. In terms of community policing, most officers maintain a wealth of knowledge about the communities and streets they patrol. They know the problems better than anyone else and probably have a few ideas on how to address them. They should be involved from the beginning and remain contributors throughout the process.

Yet tackling the process of change is not always embraced by those wearing the hat of a change agent. The battle of resistance is a major obstacle to overcome. Police administrators and officers alike are quick to point out why something won't work--either it's been done before (unsuccessfully) or it will never fly (too costly, too much trouble). From the text Understanding Human Relations, the major reasons change is resisted include:

1. Social disruption;

2. Economic loss;

3. Personal inconvenience;

4. Perceived threats;

5. Fears of uncertainty; and

6. Union attitudes.

Borrowing the points from this text, the following is adapted to police agencies rather than the private sector.

Social Disruption

In police agencies, most personnel have become comfortable with the status quo: it enables them to meet the needs of both administrators and those being served. However, in community policing, even if the technical aspect of policing remains the same in terms of arrest and maintaining order, relationships within the agency and with the community will change.

Developing new relationships takes time and is filled with uncertainties. If the community and police are to truly form a partnership, the change agent must demonstrate that the time, effort and difficulties encountered will be justified by the greater benefits of reduced crime and more livable neighborhoods.

Economic Loss

Community policing sounds expensive, and police administrators are not eager to jeopardize an already tight budget. Therefore, it will require a more careful distribution of funds to provide for necessary additional training, possible overtime and other costs.

Whenever a change occurs in the work environment, it seems natural to wonder "how will this effect me?" Thoughts or fears of losing status or, worse yet, the job itself are natural concerns. No one's job should be endangered by community policing. If anything, administrators will call for additional personnel. Whether that occurs or not, however, depends on the political nature of the community's administration and whether funding resources are available.

For the most part, police officers have job security in terms of market demand; that is, as long as law breakers exist, so, too, will law enforcement. This concern, of course, precludes an extreme act or behavior that warrants an individual's dismissal from the force.

As for promotional opportunities, the department may reassign responsibilities, just as they may regardless of the change in philosophy. But as long as police agencies operate in a quasi-military fashion, the need for various ranks will continue.

Personal Inconvenience

The comfort zone created by routine in any part of one's life is challenged by change. Once this zone is disrupted, resistance to a new way of doing things will emerge. Even among those who do question the effectiveness of current police routines, officers or administrators may falsely believe the change will result in either a boring approach to their job or a more difficult one.

Perceived Threats

The change to community policing can be threatening. It requires creativity: the officer who is confident following the book on every call will be challenged to devise other response mechanisms. Reliance on other city agencies to assist with solving certain problems may stress relationships that before community policing were undemanding, and middle managers may find their authority threatened by decision-making at lower levels.

Fear of Uncertainty

Administrators and officers know the requirements, expectations and boundaries of their jobs: to move beyond those creates uncertainty and doubt. The skills already attained through training are also challenged by another set of skills deemed important to effect change. Combining acquired skills with new methods to make community policing successful requires moving into unknown territory but the greater competence the process creates will lead to increased self-confidence.

Union Attitudes

There are a number of aspects of community policing that require a clear understanding by all parties including the union. The shift and nature of responsibilities along with the change in philosophy will prompt questions and concerns. Union representatives should be part of the process so that issues affecting their membership can be addressed during the planning stage.

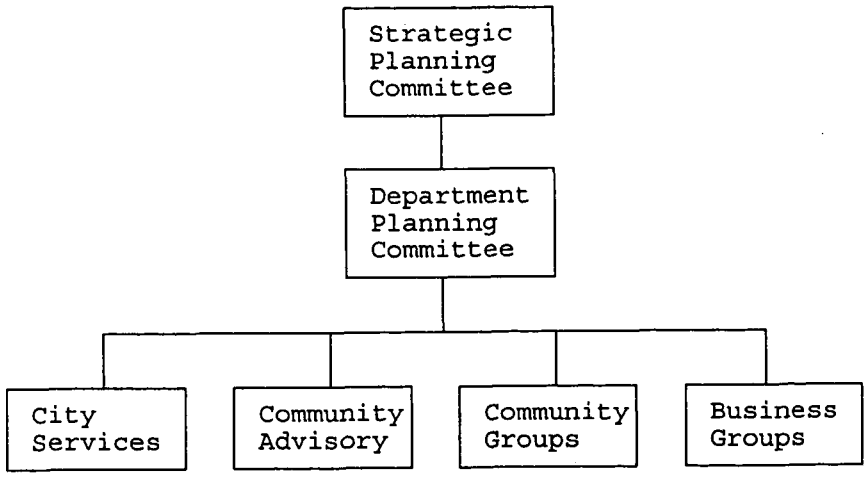
## COMMUNICATION AND TRUST

Once the reasons for resistance are understood, the change agent has to work to gain acceptance. An atmosphere of trust within the department is as important as the atmosphere of trust developed between the police and the community. The most effective way to create this atmosphere is through clear and consistent communication.

To test the readiness of an organization, one has to look at policies, procedures, training modalities, and more. The best way to take a close look is from within and with the expertise of those with authority to make things happen. Regardless of the size of the agency, it is recommended that a Strategic Planning Committee be developed to start the ball rolling. With the sheriff/chief as chair, the membership of this particular committee should be small in number, but representative of key areas. Planners may include an elected government official, municipal executives, community leaders, and representatives from education, the media, unions and the business community. In order to produce a plan of action, this committee should identify what they hope to achieve and the participants and methods to initiate community policing.

Functional subcommittees should also be created to focus on certain aspects of the change in philosophy. A Department Planning Group, consisting of internal representatives, can address the policies and procedures from within. They can oversee the work of more generic subcommittees such as City Services, Community Advisory, Community Groups and Business Groups. It might be more effective and efficient if the Department Planning Group is the liaison between the Strategic Planning Group and the other subcommittees.

Throughout the planning stage, it must be stressed to ancillary municipal services that the result of their tasks impacts the community in certain ways. Research has shown that some environmental factors, such as garbage, broken windows or abandoned cars, lead to crime. If municipal services understand this aspect of their job, the effort strengthens the partnership that police departments are trying to establish with the community.




Those acting as change agents must already possess communication skills which helped them rise to a position of authority. Therefore, communicating the changes within the department should simply be a matter of believing in the concept and establishing the trust and support of those on the receiving end of the message. Barriers, perhaps a result of resistance, may prevent the message from being heard accurately. Communication experts claim other barriers of semantics, distrust, early evaluation, status differences, and verbal and nonverbal confusion also get in the way. They advise that to reduce those barriers, leaders should: develop trust, encourage feedback, select words carefully, use many channels, make sure verbal statements are consistent with nonverbal actions, and listen carefully (Graham, 1982). Although these techniques are not new to police administrators, renewed emphasis on them can serve as a reminder that fine tuning communication skills can only work for the individual.

## HOW SHOULD INFORMATION BE DISSEMINATED?

Once again, from the top. In order to make any change occur, there has to be communication--clear, consistent and often. From the beginning of a change proposal through the early stages of implementation, it is extremely important that the head of the organization be a visible and dedicated mover. If he or she designates others to oversee the process, the sheriff/chief must remain active with consistent communication from the top to lend support and ongoing commitment.

Information takes many forms. Updates or status reports can be relayed at roll calls and a newsletter can be distributed to all members of the department, sworn and civilian. In direct communication, officers in San Diego voluntarily meet with their peers on a weekly basis to hear and review presentations of areas causing concern. These weekly sessions provide a wealth of information, build support among the officers and serve to control negative reactions and misinformation.

The community needs information and education, especially regarding their expectations of the police. They need to know what the police can and cannot do. One way of sharing this information is at a town or community meeting. The concept of community policing should be explained in detail.

The sheriff/chief may need to create opportunities to meet with business, fraternal and other organizations, especially in rural areas and smaller communities which do not usually have block clubs or Neighborhood Watch groups. A meeting provides the opportunity for give-and-take for the mutual benefit of the police agency and the community. It may be the first step in building trust and confidence which will provide payback as problem-oriented policing gathers momentum in the community. Town meetings on a regular basis work in the agency's favor by allowing residents to identify problems: officers can address them, combining community support with the knowledge and resources available to them.

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# CHAPTER V
## IMPLEMENTATION AND EVALUATION

*"Perseverance is more prevailing than violence; and many things which cannot be overcome when they are together, yield themselves up when taken little by little"*

*-- Plutarch*

You are about to make a decision that will affect you every day for the next five, ten, twenty years. Marriage. A new house. In order to make this decision you:

a) Research the situation;

b) Discuss your opinions with others;

c) Rely on your intuition or "gut" feeling; or

d) All of the above.

Your answer would be d) all of the above. If most people combine these elements of research, debate, and intuition when reaching important decisions, why do many policing agencies seem to depend solely upon prior research when implementing community policing?

One characteristic that marks successful community policing agencies is their ability to acknowledge and utilize the same common sense approach to implementation they would apply to everyday decision-making. For many reasons--political, organizational, academic, media reaction--it has historically been more acceptable for a police leader to announce a community policing initiative that follows some type of research-based, ready-made implementation "recipe". Each individual agency, however, has access to very different "ingredients" (predominant types of crimes and disorder, manpower levels, available technology, community involvement, etc.). And, as everyday common sense would dictate, each agency should develop a slightly different "recipe" best suited to the strengths and weaknesses of its different "ingredients".

Guiding an agency's development of its own particular "recipe" is the community policing philosophy. Implementation of

this philosophy will test the limits of an agency's talents and capacities. Implementation leaders and change agents will be faced with arguments and attitudes that defy all reason and ignore the facts. Mistakes will be made. Given the average three-to-five year timespan necessary for full implementation, politicians and community members will become impatient. Research-based responses alone will not satisfy the anxiety and hunger for answers that such far-reaching change can stimulate. But if research is amplified by discussion and debate and leavened with intuition and tolerance, the combination will enable implementors to more completely and effectively address the unique challenges to implementation presented by an agency's culture and personnel.

In addition to an ability to approach implementation challenges commonsensically, a key characteristic of successful community policing agencies is the capacity to accept, learn from, and move beyond mistakes. Implementation requires change and encourages informed risk-taking; either can give rise to a fear of failure. Many individuals and agencies become overwhelmed by this realization and avoid real change in order to avoid failure. Instituting special programs--foot patrol, bicycle patrol, senior citizen outreach--that do not change the fundamental behavior of the agency or its personnel is one common method of avoiding potential failure. Another avoidance option is formulating implementation schemes that require significant increases in funding or manpower which, even if obtainable, are rarely sustainable. If an agency has the capacity to move beyond the fear of failure, while rejecting relatively "quick fix," low-risk options that only appear to represent change, that agency is likely to be more successful at implementing community policing.

None of this emphasis on common sense and an agency's capacity to learn from its own mistakes should be construed to imply that research should be denigrated or dismissed. Policing agencies are ultimately more alike than they are different and learning from other agencies can be useful throughout the planning and implementation process. Although the rigid application of other agencies' methods should be avoided, the study of implementation practices in North American policing agencies over the past fifteen years does recommend certain strategies and tactics:

- Pushing real decision-making power down through the ranks and across agency divisions;

- Managing the delivery of services more efficiently and effectively;

- Re-defining the roles of all personnel in accordance with the agency's mission and values;

- Non-traditional training of agency personnel, local government personnel, and the community;

- Maintaining a focus on long-term, agency-wide implementation; and

- Instituting on-going assessment and evaluation mechanisms.

A final implementation caveat: Successful community policing agencies are not marked by perfection in planning or in implementation. Not one community policing agency can boast an implementation history unblemished by mis-steps and omissions. Some neglect middle management until they have an open rebellion on their hands, others attempt agency-wide field implementation and are compelled to backtrack and experiment with a temporary pilot unit, still others do not offer adequate training or re-training. *Successful agencies are committed and persistent.* "Learn from your mistakes," "Fix the problem, not the blame," and "It is okay to fail as long as you fail forward" are their rallying cries and they are willing to build success slowly and incrementally -- officer by officer and community member by community member, if necessary.

## MANAGEMENT, COMMITTEES AND CHANGE

Even if the impetus for community policing originated at the highest levels of the organization, senior administrators are often the last to change their management style to better accord with the community policing philosophy. Ironically, chiefs and sheriffs who are deeply committed to the philosophy can sometimes become hyper-responsible regarding its implementation and, thus, even more reluctant to relinquish the prerogatives of management. At the very least, a failure to shift from an autocratic, "top-down" management style sends mixed messages about the agency's commitment to change. At worst, such an approach will discourage other agency personnel from developing a sense of ownership in community policing and heighten

resistance to an autocratic imposition of change. The adoption of a more "bottom-up" or team-oriented type of management may be done gradually in order to synchronize the evolution of a new leadership style with the evolving needs of the agency, but it must be done.

One early measure of upper management's ability to change may have been indicated during the planning process. Was input solicited from throughout the agency? the community? How was input, both solicited and unsolicited, received? Was input merely noted or was it welcomed and pursued? Was the input of sworn personnel treated differently than that of civilian personnel? If so, why? Were committees formed? Were the committees charged with making isolated recommendations which were reported to higher levels where the actual decision-making took place? Or was the committee itself granted decision-making and monitoring powers? Were committees led exclusively by management? Were the leadership capacities of <u>all</u> personnel acknowledged or enhanced in any way? Did communications styles change during the planning phase? What communication style dominated the process: formal or informal? What is the role of committees beyond the planning stage?

It is an encouraging sign if an agency has invested some planning and decision-making powers in committees at a fairly early stage of the process. Although some ultimate powers and responsibilities must continue to reside at upper management levels, the more power and responsibility devolved down through the ranks, the better. The reasons why committee-based decision-making best facilitates community policing implementation are manifold and synergistic, but five basic reasons present themselves:

1) Committees that consist of the people who do the bulk of the agency's work usually have the most practical idea of how to do that work in a manner supportive of the community policing philosophy;

2) Enlisting "hands-on" workers from different divisions of the agency into teams that must accomplish a common goal affords everyone--from the committee members themselves to the sheriff/chief who must review their recommendations--a more well-rounded, realistic

perspective of the agency and the way it does business;

3) By giving more (and more diverse) individuals meaningful input to the implementation process, a broad, strong sense of ownership in community policing is engendered;

4) Committee members will be more likely to communicate the agency's goals and objectives clearly and effectively to their peers; the message is perceived differently if it is conveyed exclusively by supervisors and official memoranda; and

5) Decision-making committees consisting of diverse ranks and divisions will signal to the entire agency that a real commitment to changing a "top-down" management style has taken place among agency administrators.

If cross-rank, cross-division committees were not put into place during planning, or were dissolved at the presumed conclusion of the planning phase, they should be instituted as early in the implementation phase as possible. Whether committees are formed during planning or implementation, they should be on-going and given frequent feedback and quasi-independent oversight powers of their own. Too often committees are disbanded prematurely. If this is the case, committee recommendations often disappear into a bureaucratic haze and are either never implemented at all or no follow-up evaluation is undertaken to gauge the quality or efficacy of the implementation.

If committee recommendations must be referred to a higher decision-maker, that decision-maker should respond to the committee promptly, fully, and reasonably. Even if the decision-maker is the sheriff/chief, the response should be in person, if at all possible. If it is reasonable to grant the committee oversight powers, the committee (or a sub-group) will probably be the most knowledgeable and effective monitor of implementation quality and development. In either case, meaningful feedback loops must be established or real organizational change is unlikely to take place.

Dispersing power and responsibility down through the ranks and across divisions serves another vital purpose. As is often

discovered during the planning stages, changing an agency's organization and culture is a complicated, labor-intensive process. There are simply too many things to think about, from too many perspectives, over too long a period of time, for a limited number of personnel to handle. If input and ownership is not spread across the agency, implementation strategies become insular and sterile, implementation agents burn out, resistors become more alienated, and the pull to revert to the agency's traditional organization and culture becomes overpowering. One of the most successful planning and implementation committees documented was originally established to determine if the agency's existing call taking and call response policies would be supportive of community policing. Because the manner in which calls for service are handled can directly affect personnel throughout the agency--call takers, call dispatchers, telecommunications supervisors, all street-level sworn personnel, investigators, evidence technicians, supervisors and administrators, internal affairs, the unions, the chief--a request for representatives from each of these areas was issued. Although middle management was represented on the committee, a well-respected officer (and former union president) was unanimously chosen to be the committee chair. The committee reported directly to the chief and, after the first committee meeting, the chief attended by committee request only.

Given the seemingly finite and manageable task of analyzing and possibly revising dispatch policies with community policing implementation in mind, the committee set about listing the possible sub-tasks involved and formulating a timeline for accomplishing their objectives. The committee began to gather information regarding differential response, new call-taker and call-dispatcher training, community re-education concerning differential response, and other related issues. In a more tradition-bound organizational culture, this committee would probably have analyzed this information, compared it with their existing policies, made their recommendations, and--just possibly-- drafted new policies and orders implementing their recommendations. This committee, however, soon realized that most of the innovations they were contemplating could have far-reaching "ripple" effects upon other agency policies and procedures. After a brief consultation with the chief, it was mutually decided that the committee would broaden its original charter to better address the complex and interdependent needs of the agency.

Over the course of a year, different groups and sub-committees were formed and dissolved as needed to pursue discrete areas of policy and procedure. The chief was periodically invited to participate in an advisory capacity when questions of budgetary or political constraints emerged. Drafts of policies and orders were written and re-written and distinct but related procedures were consolidated into clearer, more efficient documents. Strategies and tactics were field-tested and evaluated by the committee. Agency personnel who were not on the committee were asked to comment on and evaluate various committee recommendations and field experiments. By the end of the year, committee members had overseen the implementation of nearly all of the changes they had deemed fit for the agency at that stage of its implementation of the community policing philosophy. The committee then suspended operation.

The committee declared a self-imposed hiatus, instead of disbanding, for many reasons. Committee members were becoming worn out by their intense involvement (all committee members had been meeting once every two weeks for a year, most members had additional sub-committee meetings); they enjoyed their committee work and had garnered both personal satisfaction and the respect of their peers for their accomplishments but the year-long dedication had taken its toll. The committee as a whole needed to allow some time to pass during which the development of their implementation schemes could be observed more fully and objectively. To this end, the committee decided to re-assemble once each quarter to evaluate the changes implemented and, if necessary, to make adjustments. As originally envisioned, the committee suspended its hiatus when the agency expanded community policing from a pilot unit to a department-wide initiative. After instituting the strategies and tactics that had been planned to support department-wide expansion, the group returned to quarterly meetings which, four years later, continue to evaluate strategies in light of the evolution of the agency. In addition, citizens have joined the committee to represent the needs and responses of the community.

The example of the "model" committee cited above is not meant to imply that all committees, once constituted, should live on eternally: a committee should be dissolved if its purpose becomes outmoded or obviated. And committees need not continue to meet simply to monitor implementation schemes; other evaluation mechanisms may be better suited to the situation. The

longevity of the aforementioned committee was a function of the broad and long-term effects its recommendations had, and would continue to have, on the fundamental way the agency delivers service to the community.

## SERVICE MANAGEMENT, PERSONNEL AND MISSION

One of the first distinctions an agency makes between community policing and traditional law enforcement is the way in which each delivers service to the community: hence the all-too-common contrast of foot patrol (community policing) with patrolling in cars (traditional). Reliance upon this relatively superficial distinction has led some to believe that community policing requires more personnel because foot patrol officers simply cannot cover the same amount of territory as vehicle-based officers. Upon closer examination, many departments discover that community policing may not require more personnel but does require more efficient use of its time and resources.

On average, patrol officers are engaged for approximately half of their shift. These same officers, however, invariably describe themselves as running continuously from call to call and chronically behind in their paperwork. These apparently irreconcilable versions of demands on officer time are, nevertheless, true. Although, in the aggregate, officers may be busy only 50 percent of the time, their free time usually occurs in isolated 20-minute segments. In isolation, these 20-minute bursts remain wasted in tense anticipation of the next call. An analysis of the way in which calls are managed can suggest more effective and efficient approaches to the delivery of services.

The most obvious, yet most potentially sensitive, way to allow officers the time and opportunity to undertake community policing is to better manage service delivery. Non-emergency calls which do not require an immediate response account for 80-90 percent of calls for police service. Different agencies have found different methods of call management to be best suited to their needs: call prioritization, delayed response, phone reporting, mail-in reporting, neighborhood substations for walk-in reporting. But all successful agencies have found some means by which call response can be controlled to make more efficient use of personnel time.

Paperwork and procedures should likewise be reevaluated to determine whether they can be streamlined or otherwise managed to provide personnel with the time to undertake community policing. Again, different agencies have found slightly different methods to be effective, but all have employed some strategy such as simplifying, combining, or eliminating paperwork; civilianization of certain tasks; and employing new technologies.

In the quest for efficiency, the importance of effective service management is often lost. Procedural convenience and new technologies can be so seductively efficient that, without proper monitoring, these tools begin to determine what service is needed instead of the service determining what tools are needed.

For example, a leading community policing agency adopted telephone reporting as one of its call management strategies. This service became more and more popular. The agency liked it because their personnel had more time to do problem-solving and become involved with the community, and the community appreciated the option of making a police report at a time and place convenient to them. Although these telephone reports were evaluated in various ways, it was not until the incidents reported were compared with city-wide incident trends that an alarming discovery was made. Over time, certain categories of property-related incidents-- criminal damage, theft, burglary--had declined throughout the city. When telephone-reported incidents were compared with city-wide incidents, the telephone-reported incidents were disproportionately higher when the property involved was insured. In the eyes of insurers and agency personnel investigating these incidents, telephone reporting appeared to be a relatively ineffective way of providing police service to the community.

As with innovative technologies of the past -- patrol cars, radios, **911**--computers and computer-aided systems can establish a barrier between the police and the community that renders any efficiencies realized beside the point. One progressive community policing agency with the good fortune to have access to the latest and best technology reports that their telecommunications personnel seem to have forgotten that CAD stands for computer-*aided* dispatch. Some personnel spend hours allowing the computer to dispatch and monitor officers without any human intervention whatsoever.

The experiences outlined above are examples of good planning and initial implementation gone slightly awry. What distinguishes these successful agencies from other agencies still struggling with community policing is very simple: at some point beyond the initial implementation phase, these agencies evaluated the impact of the changes they had made. Most importantly, when these changes were found to create unwanted "ripple" effects, further adjustments were made to minimize or eliminate them. Too many agencies perceive an admission of implementation problems to be an admission of failure and opt to risk ignoring these problems until they either go away or become unavoidable. Implementation problems, however, are both too numerous and inevitable to ignore without courting real failure.

Service management analysis focuses an agency on how available time and resources can be better utilized by personnel to implement community policing. Conversely, an analysis of what the available time and resources are used for has helped successful agencies clarify the role of the personnel themselves. If foot patrol is a superficial means by which community policing personnel can be distinguished from traditional law enforcers, then what distinctions are considered meaningful?

The first step in making meaningful distinctions between traditional and community policing personnel is to define our terms. Many, if not most, personnel do not have a written job description. Minimum qualifications for a position (age, education, test scores, physical capacity) have almost always been established and some specific duties outlined, but a realistic depiction of the job is rarely offered. Policing professionals are all too familiar with aspiring recruits whose idea of policing is based upon the action-packed images presented by the popular media. So what does define a traditional law enforcement officer?

In any agency, the role of its personnel should be shaped and informed by the agency's mission and values. The mission of traditional agencies tends to be expressed in terms such as "to serve and protect." Such expressions do not, unfortunately, tell an officer much about either the day-to-day duties of the job or the manner in which those duties should be carried out. This leaves the typical recruit law enforcement officer to cobble together a coherent vision of his duties from two primary sources: the agency's general and special orders and the behavior of his fellow officers.

General and special orders tend to be oriented toward procedural issues. Orders are easily recognized by the many "if...then" (e.g., "if your immediate supervisor is not available, then contact the watch commander") and "how-to" (e.g., "missing person reports are necessary when...to file a missing person report...") statements they contain. So many general and special orders in agencies have been generated due to past procedural errors that personnel often assume that a new order means that someone has made a mistake: pervasively, general and special orders are equated with punishment for errors. Even if orders are not surrounded by an aura of implied punishment, the amount of paperwork or the types of behavior they dictate can be an explicit punishment. Indeed, requiring personnel to be familiar with the sheer volume of orders that most agencies produce can be perceived as a punishment in itself.

General and special orders are often counter-balanced by officer behavior. How many freshly-minted police academy graduates have been greeted on their first day in the field with "We don't care what they taught you, this is how we do things here?" For better, the explicit purpose of field training is to supplement and fine-tune both the basic training received at the academy and the individual agency's general and special orders. For worse, field training encourages new officers to implement their academy learning in a lazy and haphazard manner and to circumvent the agency's orders whenever possible. An agency may have trained their recruits in a top-notch fashion and have clear, thorough, and up-to-date orders governing every conceivable aspect of personnel behavior, but if the agency's *culture* is dedicated to subverting that training and guidance it is highly likely that the culture's standards will prevail.

For the sake of this discussion, posit a realistic job description for a traditional law enforcement officer. Certain basics would be expected of the officer at all times: courteous, professional behavior toward his colleagues and the community; neat and clean outward appearance; a minimum of sick leave and tardiness, and plenty of prior notice when requesting vacation or leave time; prompt, clear filing of reports; safe driving; intelligent use of "air time" on radios and/or mobile data terminals; and maintaining communications with supervisors. The officer would spend the vast majority of his or her time handling traffic problems, checking alarm calls, making preliminary investigations of commercial thefts and burglaries, processing shoplifters,

monitoring activities around area schools, and responding to disturbances and domestic disputes. At least half of the officer time devoted to handling incidents would be consumed by report-writing and other processing activities. But personnel will almost invariably consider their sole duty to be responding to calls for service even though responding to emergency or high priority calls represents a relatively minute percentage of their duties. The continuing importance of efficient call response is not being questioned; however, the traditional perception of the importance of call response to the virtual exclusion of all else does merit closer scrutiny.

Even if an agency retains a mission statement as traditional as "to serve and protect," does an intense focus on the value of call response by police officers further this mission? Community policing agencies that have articulated both their mission and values, usually during planning, seem to consider this focus a narrow and unsatisfactory way in which to shape both agency and officer behavior. Job descriptions for community policing personnel tend to be inclusive instead of exclusive. An actual job description for community policing officers will, implicitly or explicitly, include the same basics alluded to in the hypothetical traditional job description. And, while not presuming to be comprehensive, community policing job descriptions may offer samples of a range of typical activities and suggest that duties should be guided by community needs, not just calls for service.

These typical duties or activities will differ from the traditional in their emphasis on a balance of reactive (preliminary investigation of a burglary) and proactive (giving advice concerning crime prevention by environmental design) endeavors. If call response is mentioned, a community policing agency will be likely to point out that both efficiency (timeliness and/or convenience) and effectiveness (problem solved or reduced) should be considered. And, in some agencies, a candid "snapshot" is offered to clarify the community-oriented nature of the job: ability and willingness required to deal with frightened or hyperactive children, communicate with belligerent gang members, and address a hostile community meeting in the course of a single day.

No matter what an agency's official and unofficial mission, values, and culture may be, every agency has personnel who will fit the job description for community policing officers. They are the officers who can talk to anybody about anything, who know

their community and its inner workings, and have the uncanny ability to exercise just the right amount of verbal and/or physical force necessary to control a situation. These are the "born" community policing officers. Some of their talents, sad to say, are instinctive and almost impossible to teach. Most personnel do, however, have the potential to develop as community policing officers to some degree. If the agency and agency culture nurtures and rewards these talents, it will be possible to fully implement the community policing philosophy on an agency-wide basis.

## TRAINING

Successful community policing agencies have concentrated, at early stages (if not during planning, very early in implementation), on identifying and obtaining relatively non-traditional types of training. This training can include, but is not limited to, problem-solving, addressing diversity, crime prevention and crime prevention through environmental design (CPTED), team-building, public speaking, and conflict resolution. Due in part to the growth of community policing over the past 15 years, much of this training is widely available. In addition, community policing agencies often adapt innovative management training from progressive corporations and utilize team-building trainers from social service or health agencies. While this easy availability certainly facilitates the procurement and scheduling of training, implementing agencies are encouraged to exercise caution in choosing both suitable curricula and trainers. Insist upon pre-screening and comparing training curricula; even consider using different, but compatible and consistent, curricula for different ranks and divisions. Send your own personnel to evaluate the trainer's communication style and credibility; this can keep your agency from learning too late that a worthwhile training message can be largely negated by an ill-suited trainer. Most jurisdictions are happy to allow outside police personnel to observe training in action.

Having identified appropriate training and trainers, agencies must determine who to train. Should a pilot group be trained and evaluated before expanding training or should as many people as possible be trained as soon as possible? Should supervisors be trained together with subordinates or separately? How effective are internal personnel who have been trained as trainers? Should non-agency personnel attend training or be given specialized training? If so, who? Local government personnel? Business

owners? Community representatives? While each agency must answer these questions according to its own needs and resources, some general observations can be made based upon the experiences of successful implementing agencies.

Although the impact of any initial training without reinforcement from subsequent training and experience may be arguable, extending training throughout the agency as quickly as possible at least helps to insure that most personnel have received the same message at the same time. This facilitates broad-based, constructive discussion of the training material and how its lessons might further the agency's efforts. Agency-wide training can also lessen the us-versus-them mentality between ranks and divisions: new and unfamiliar subject matter tends to level the playing field, heightening intra-agency similarities instead of differences. While selectively training personnel may allow an agency to contain any training-bred errors, it does so at the cost of exacerbating intra-agency rivalry and emphasizing differences over similarities.

Optimally, agency and non-agency personnel should be trained both separately and together: separately, when debate or brainstorming would be inhibited by supervisors and outsiders; together, when team-building or accommodating a variety of interests is inherent in the training. Everyone affected by community policing should eventually receive some training. The amount and timing of training can be guided by the extent of expected involvement as well as the point at which involvement is anticipated to commence. Agency personnel would receive the earliest and most extensive training, followed by those local government personnel who must work most closely and cooperatively with community policing agencies, representatives of specific community interests such as schools, churches, community centers, and other groups and, finally, members of the community-at-large.

Training the community is integral to the ultimate realization of full community policing implementation. To prepare the community to accept changes in the delivery of police services, police officer behavior, and the role of the community itself vis-a-vis the police, it is essential to make the changes, the reasons for change, and the expected benefits of change clear. <u>It is not, however, necessary to promise either instant results or miracles</u>. When the agency is ready, but before the first citizen is asked if a delayed response is acceptable or is approached by a community

policing officer, every possible communications outlet should be saturated with the simplest, clearest outline of what the community can expect. Communications outlets can include everything from the most sophisticated media to word-of-mouth from agency personnel, but the message must be consistent across all outlets. It also behooves an implementing agency to remain modest in its projections for change. Promising too much too early is a risky proposition when so many variables are involved, particularly when the agency has little control over the variables of community involvement and response. Maintaining a creative tension between expectations and attainable goals may be one of the most challenging aspects of community policing implementation. Failure to maintain a balance between expectations that are too high or too low, however, invites either disillusionment or disinterest: either may seriously hamper implementation efforts.

In the course of implementation, it is quite natural and desirable for experienced community policing officers to act as informal mentors to other officers or to the community. In a more formal context, these officers can be very effective instructors in a citizens' police academy. Although these academies may differ in some respects, their common purpose is to invite the public into the agency to receive instruction in policing philosophies and functions. Many early academies attempted to expose the community to a condensed and simplified version of basic police academy training; some even offered the option of joining officers in rigorous physical training exercises. The more advanced academies now present a curriculum that is designed to balance insights into policing and the criminal justice system with community empowerment and, for want of a better term, good old-fashioned civics. Community policing officers in these jurisdictions have proven to be popular and credible instructors on such topics as the use of force, conflict resolution techniques, diversity issues and, of course, community policing.

In contrast to the efficacy of policing personnel as community instructors or informal mentors to other officers, using agency personnel as internal trainers is generally not as effective as employing outside trainers. While outside trainers may have to establish their credibility, this is a relatively straightforward, easily resolved issue. Agency personnel may not only have credibility problems--how did they qualify as trainers in non-traditional or non-policing areas?--but personal agendas and history that will

render the training message secondary, ineffectual, or downright offensive.

## COMMUNITY POLICING BEGINS--PILOT UNIT OR AGENCY-WIDE?

Placing community policing officers into the field usually occurs in the later phases of implementation. Ideally, some progress has been made in accomplishing the necessary changes: "bottom-up" or team management style, more effective and efficient delivery of services to the public, re-definition of personnel roles, and preparatory training. However, implementation efforts are not doomed if changes were made "out of order" or if officers were fielded before all of the recommended changes were initiated. Community policing represents an evolutionary step in policing and, as such, will continue to grow and change even after implementation is technically complete. The only thing fatal to community policing implementation is stagnation and an unwillingness to try, try again.

At some point prior to fielding officers, a decision to begin field implementation with a pilot unit or agency-wide has been made. Zone integrity--the establishment of specific officers in an area on a long-term basis plus tight control on the dispatch of those officers to answer calls outside their area--is one of the cornerstones of field implementation and one of the primary reasons for improved call management. The ability of an agency to institute and maintain zone integrity on an agency-wide basis often determines whether or not initial field implementation takes place on an agency-wide basis. Although zone integrity would seem more difficult to maintain in an agency with less manpower and fewer resources, initial agency-wide field implementation tends to be simpler and more straightforward in smaller agencies. The bureaucratic complexities and overlapping responsibilities found in larger agencies, on the other hand, often render initial agency-wide implementation virtually impossible.

The advantages of initial agency-wide implementation mimic the advantages of agency-wide training: everyone is practicing the same philosophy of policing at the same time, similarities are emphasized while differences are diminished, and the sharing of problems and experiences enriches the agency's overall community policing and problem-solving capacity. The downside of initial agency-wide implementation is often a lack of

quality control, less willingness to experiment with such innovations as allowing officers to vary their schedule to meet with the community or to work on a problem, less officer access to local government officials, an over-reliance on paperwork, and a pronounced tendency to revert to a more traditional policing style. These problems are usually a matter of sheer volume: with too many officers to allow them all to do the same new thing at the same time, meet with the community or a supervisor of streets and sanitation, for example, reversion to a traditional law enforcement mode occurs.

Because pilot units can allow far more experimentation and flexibility, initial implementation with a pilot unit enables the agency as a whole to learn a great deal in a relatively short period of time. Such issues as the limits of scheduling flexibility and the receptivity of local government officials to direct contact from officers can be tested by the pilot unit. The efficacy of new training, team-building techniques, and management styles can be evaluated by the pilot unit prior to agency-wide investment and commitment. And the successes of the pilot unit provide the agency and the community with encouragement and direction.

Unfortunately, pilot units can also become a focal point for any existing internal conflict between traditional law enforcement and community policing. Although agency-wide training and the benefits of better service and time management may help to alleviate this tension, it would be disingenuous to claim that it is not a serious concern. One way successful agencies address this problem is to emphasize that the pilot unit is temporary and not "just another special unit." Both pilot unit personnel and agency management should make every effort to bridge the gap between pilot and traditional patrol. Pilot officers should demonstrate that more traditional law enforcement tactics can be combined with community policing whenever possible and appropriate. Although pilot units are often freed from responding to calls for service in order to better acquaint themselves with community residents and undertake problem-solving, this practice should be discontinued as soon as practicable. All opportunities for pilot personnel to communicate and work with traditional patrol and other agency divisions should be actively sought out and optimized. Finally, the existence of a pilot unit should in no way discourage traditional patrol personnel from attempting to practice community policing.

## EVALUATION--CONTINUING AND ESSENTIAL

A community policing agency's adoption of on-going evaluation and assessment as second nature will guide and facilitate the transition from pilot unit to agency-wide implementation. Assessment and evaluation never really end in a community policing agency. But assessment that does not shape subsequent actions or inform decision-making negates the community policing philosophy.

Traditional law enforcement often treats internal problems the same way it treats a problem address that requires repeat calls for service: even if the usual response is ineffective, this assessment rarely precipitates a change in response. In either case, law enforcers tend to finish the required paperwork as quickly as possible and forget about both the internal and external problem until it arises again.

Successful community policing agencies, on the other hand, are inclined to analyze an internal or external problem if the usual response is deemed ineffective. Different responses are then formulated and the impact of the modified responses are assessed in order to further modify, if necessary, future responses. This feedback loop of response and evaluation is at the core of the distinction between traditional law enforcement and community policing agencies. If this loop does not exist or is disrupted, the learning curve will flatten and the agency will cease to evolve.

During planning stages, for example, some sort of initial assessment of the agency's capacity to support community policing is made. It is common for this assessment to identify a shortage in personnel to be a significant challenge to the support of community policing implementation. If money for additional personnel is unavailable or additional personnel behave like existing personnel, this focus can lead to inadequate or erroneous responses. But if planners re-assess and re-formulate their response, perhaps more efficient utilization of personnel or training that alters the behavior of existing personnel, planning continues to evolve. If planners do not modify their response, chances are the plan will stagnate and die.

The planning process affords an agency an excellent opportunity to make the feedback loop an integral part of agency culture. In the more successful community policing agencies, this

feedback loop transcends any barriers between the planning and implementation phases. If little or no loop is maintained beyond the planning phase, it is difficult to ascertain the efficacy of the plans in facilitating or supporting community policing implementation. The most common example of this is the case of new forms, drafted by planning committees for documenting community policing efforts, which receive no post-implementation evaluation of their use. More than one agency has discovered--some, years later --that their community policing project forms were considered so ineffective they were never used. Not only did these ineffective forms deter personnel from documenting their efforts in the prescribed manner, the forms discouraged many officers from documenting their efforts at all, thus depriving others of the benefit of their experience.

Rank or status can also precipitate a break in the response/assessment feedback loop at any time. If upper management does not consider a feedback from the lower ranks seriously (or vice versa), a community policing initiative may develop in only a limited or distorted fashion. Lopsided and misguided approaches to community policing implementation can likewise result from interruptions in the feedback loop between sworn and civilian personnel and, most importantly, between the agency and the community.

One way to establish and maintain the feedback loop is to conduct surveys and evaluations. These can range from quick environmental surveys that fit on a 3x5 card to full-blown, multi-faceted, long-term process and impact evaluations. Although each agency must determine how and how often to solicit feedback, based on its own particular needs and resources, all agencies should endeavor to employ a variety of data-gathering instruments to make the sampling comprehensive.

The type and amount of data needed will help to guide decisions as to how and how often data should be gathered. If the purpose of data-gathering is to assess the efforts of an officer to control neighborhood disorder, brief and frequent environmental surveys will enable an agency to monitor such elements as abandoned cars, broken street lights, overgrown trees, or graffiti. If the data is needed to evaluate a more complex situation, more long-term and complex data-gathering should be attempted.

The most informative and insightful evaluations are, unfortunately, also the most expensive and labor-intensive to produce. As a general guideline, personal interviews conducted by a trained interviewer are considered to be both the most useful and the most expensive, followed by professionally administered face-to-face surveys, telephone surveys, self-administered surveys, and mail-in surveys. Few policing agencies can afford to have professional surveys and evaluations done and, although local colleges and universities can provide excellent services at a relatively reasonable cost, they are still beyond the reach of many agencies. Fortunately, some policing associations and better-resourced agencies are quite willing to share survey instruments at little or no cost: the quality of survey administration and evaluation is then left up to the agency itself.

No matter how much or how little the cost, evaluations of community policing agencies tend to generate controversy and even bitterness. Policing practitioners contend that evaluations attempt to measure the subtleties and complexities of police culture and the community policing philosophy by utilizing crude, over-determined, and arguably irrelevant indicators such as crime statistics. As with evaluations of programs such as D.A.R.E., community policing proponents find themselves challenging researchers' abilities to quantify non-events, such as preventing a child's subsequent involvement with drugs or preventing a crime from occurring. Evaluators reply that police have been seduced by their own public relations and are too rigid and insular in their thinking to accept constructive criticism from outsiders. Simplistically, these arguments pit quantifiability (evaluators) against hard-to-quantify qualities (community police). In order to bridge this gap, some evaluators and community policing practitioners have worked together to try to capture the broadest and deepest possible spectrum of data.

## MISTAKES, SPEEDBUMPS AND ROADBLOCKS, DISASTERS

Despite the best efforts to maintain open and constructive feedback loops, an unexpected and unwelcome event can provide a serious setback to community policing implementation. These events fall into three general categories, none of which need be fatal if they are handled with common sense, an open mind, and persistence.

Police officers and agencies are always susceptible to making a mistake that quickly escalates into a public relations or political nightmare. Because community policing can heighten the profile of police in the community, the potential for triggering such a debacle can increase proportionately. How often have community policing agencies been blindsided by the furor caused by off-handed or thoughtless remarks made before a community group by a young, ill-at-ease officer or an old, disgruntled officer? How many times have problem-solving officers gotten a little too creative in their approaches to a problem? Traditional law enforcement officers and agencies can, and do, make the same mistakes but the novelty and change associated with community policing tends to attract a disproportionate degree of both attention and blame.

It is best to accept the fact that mistakes will occur and that community policing will be a convenient and obvious focal point for the blame. Have the mechanisms in place that will help you find out exactly what mistake was made and why it escalated into such a serious situation. Gather as much input as possible into a response/assessment feedback loop and design ways to prevent the mistake from occurring again. As soon as possible, admit the mistake, apologize, and present your strategies for preventing its reoccurrence. All agency personnel should avoid whining, rationalizing, and blaming others in public. Be prepared to mete out reprimands or punishment, but only if fair, necessary, and justifiable: punishing subordinates out of displaced anger and frustration or for political expediency is easy to detect and will have a chilling effect on community policing efforts throughout the agency. Ask for community assistance in preventing this mistake from happening again. Be as prompt, clear, and succinct in communicating this as possible. Continue to utilize feedback loops to monitor the potential efficacy of your preventive strategies.

The second category of problems is presented by someone or something that may prevent the agency from proceeding with community policing implementation. The less serious of these are colloquially known as speedbumps (they slow the agency down) while the more serious are called roadblocks (they block the agency's path). Common examples of speedbumps include an insistence that agency personnel always follow detailed procedures and produce copious documentation, the inability of key personnel to make decisions, and supervisors who discourage creativity or do not give officers the time or resources to undertake community

policing. Again, most traditional law enforcement officers develop ways to minimize the impact of these speedbumps. Community policing officers have the additional option of feeding their problems into a feedback loop to help them formulate responses to these speedbumps. If, for example, procedures and documentation have become burdensome and are discouraging involvement in community policing, an evaluation should result in streamlined or more efficient paperwork and procedures. Similarly, an evaluation can result in the establishment of committees to supplement the agency's pool of indecisive decision-makers or shift the decision-making to more decisive personnel.

Roadblocks are basically speedbumps on an agency-wide or community-wide scale. In roadblock form, the inability of key personnel to make decisions becomes an agency-wide tendency to avoid as much responsibility as possible; supervisory discouragement of officer involvement in community policing metamorphosizes into union opposition and sabotage of officers' efforts. Effectively circumventing roadblocks usually requires more patience and persistence than overcoming speedbumps, but roadblocks, no matter how overwhelming and endemic they may first appear, are rarely solid. Breaking down the roadblock into its discrete elements will provide useful data for the feedback loop. One agency that successfully addressed a widespread reluctance to undertake responsibility realized that an integral part of the agency's culture was to subject anyone displaying initiative to intense scrutiny and teasing. In response, the agency instituted a new element in their promotional evaluations: the proven willingness and ability to make decisions and undertake responsibility. The agency also subtly and informally encouraged personnel to develop and bestow creative rewards, such as scheduling decision-makers for desirable types of training and establishing a picnic supported by voluntary officer contributions to celebrate team problem-solving.

Isolating roadblocks also renders them less of an obstacle. When management and union opposition appeared capable of derailing one agency's transition from initial pilot unit field implementation to agency-wide implementation, the agency decided to approach each source of opposition as if they were separate problems. It soon became apparent that they could not only be broken down into separate problems, but that each group could be broken into separate factions. Management opposition was concentrated in middle management levels: the agency obtained

training to address the specific needs of middle managers in a community policing agency and conscientiously and repeatedly followed up by scheduling periodic team-building exercises and retreats for all managers.

The union was not as cohesive as it seemed in its opposition to community policing: members who wished to become involved in community policing, despite the official opposition of their leadership, were quietly identified and mentored by experienced pilot unit officers who were members of the same union and became an example for unofficial leadership in both community policing and overall personal independence and integrity. The converted non-pilot unit officers in turn mentored other union members and enlisted their support until union opposition consisted of a small group. During this time, community support for community policing had been nurtured to the point that union opposition was isolated and subdued externally as well as internally.

The final, and most disruptive, category of problematic events is disasters. Perhaps the most well-known disasters to occur during implementation are the loss of leadership and collective agency burn-out. The leading causes of these related disasters are the dismissal or resignation of a key leader, usually the sheriff/chief and usually for political reasons, and pushing agency personnel too far too fast. If either or both of these come to pass, the agency often becomes immobile, unable to press on with community policing or to return to its traditional stance.

Sometimes the most effective way to cope with a disaster is to wait it out. If possible, relax and take this opportunity to recover energy and focus. Sooner or later, the situation will show signs of returning to normal. Try to refrain from forcing implementation back into place too soon; support small successes to rebuild momentum slowly and surely. Be patient and vigilant: new leadership and motivation may emerge from unexpected sources. Keep <u>all</u> feedback loops wide open. Maintain or establish contact with other community policing agencies for moral support and guidance.

Most successful community policing agencies have learned that unexpected speedbumps and roadblocks can be overcome or outlived by a combination of common sense, an open mind (or open feedback loops), and persistence. These same three elements

will also prepare an agency to be better able to optimize unexpected opportunities to further the implementation process. As complex as the implementation process is, unexpected opportunities are inevitable and it is best to take advantage of them to help offset the equally inevitable unexpected impediments.

## ARE WE THERE YET?

Once an agency actually looks like a community policing agency and sounds like a community policing agency and acts like a community policing agency, is it a community policing agency? Almost. For an agency to truly be a community policing agency, it must continue to grow and evolve just as its own personnel and the community it is a part of continue to grow and evolve. It is likely that some agency personnel remain relatively uninvolved with community policing: can, or should, anything be done to change that? What about personnel who are adept at community policing: have they continued to grow and develop? If not, why? And the next generation of community policing officers: who will they be and how will they be trained? Even if agency personnel work more cooperatively with the community, what percentage of the community works cooperatively with the agency? Will new technologies be more effective or just more efficient? A true community policing agency never stops asking itself questions and it never closes those feedback loops.

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# CHAPTER VI
## MEDIA RELATIONS

*"What we have here is a failure to communicate"*
*-- (from the movie "Cool Hand Luke")*

Constructive relations with the media can make a major contribution to a successful community policing program. For a variety of reasons many police departments discourage media contacts, and police administrators frequently find developing positive media contacts difficult. A community policing program is likely to fail without communication to and with the many constituencies with which a police department interacts. The most efficient and effective way to communicate to this larger community is through a media relations program.

A well developed media relations plan must include both internal (departmental) as well as external (media contacts) efforts, and involves much more than the issuance of press releases. Among the internal considerations to be addressed are:

- Development of a thoroughly planned and understood media relations policy which emphasizes openness and clearly defines the responsibilities of all those in the chain of command from the patrol officer to the sheriff/chief;

- Establishment of a media relations unit which recognizes that all members of the force carry the department's message, not just the public information officers and the command staff;

- Publication of internal dispatches in the form of newsletters, memoranda, and departmental orders which are designed to familiarize all members of the department with goals and objectives as well as pertinent information about the community policing program;

- Training in media relationships, communication skills, and public speaking for all members of the department; and

- Recognition by supervisors and managers that not everything which is said by personnel to media representatives will always be favorably reported; also, that "mistakes" will be made and will be covered.

Among the external considerations are:

- Development of a media relations plan which takes into account all aspects of the broadly based media opportunities available. These include electronic and print media, community based publications, other city agency publications and private and public organization media outlets;

- Creation of a source list of informational resources which might be called upon to publicize various aspects of the community policing program. This should include a listing of reporters, news producers, editorial boards, publishers, station managers, and talk show hosts and producers;

- Creation of an internal skills inventory (listing specific qualifications of members of the department) and contact points for media representatives for members of the department in specific areas;

- Development of a calendar for workshops, informational sessions, and press conferences for the media; and

- Publication of a "house organ" (newspaper or newsletter) which focuses specifically on the community policing program and is distributed in the community.

## THE MEDIA'S ROLE

Although the media at times oversteps the boundaries of what many feel should be the moral and ethical constraints of a free press, freedom of the press is an important and an integral component of American life. Content analysis research has shown that most news stories involving law enforcement are favorable, and the vast majority of reporters are sympathetic to the problems faced by the police. As a firmly established, essential part of American society, the media, for all practical purposes, represent the primary means by which a police department communicates with the public at large.

In the end, a straightforward and honest approach to working with the media will have a beneficial effect. One must also recognize that not everyone will agree with every approach or tactical decision, that officers will make mistakes, that not all

officers act professionally, and that, unfortunately, the media frequently reacts more to the negative than to the positive. Nevertheless, a well planned media strategy can have a positive impact and the administration should devote sufficient time and resources to developing such a plan.

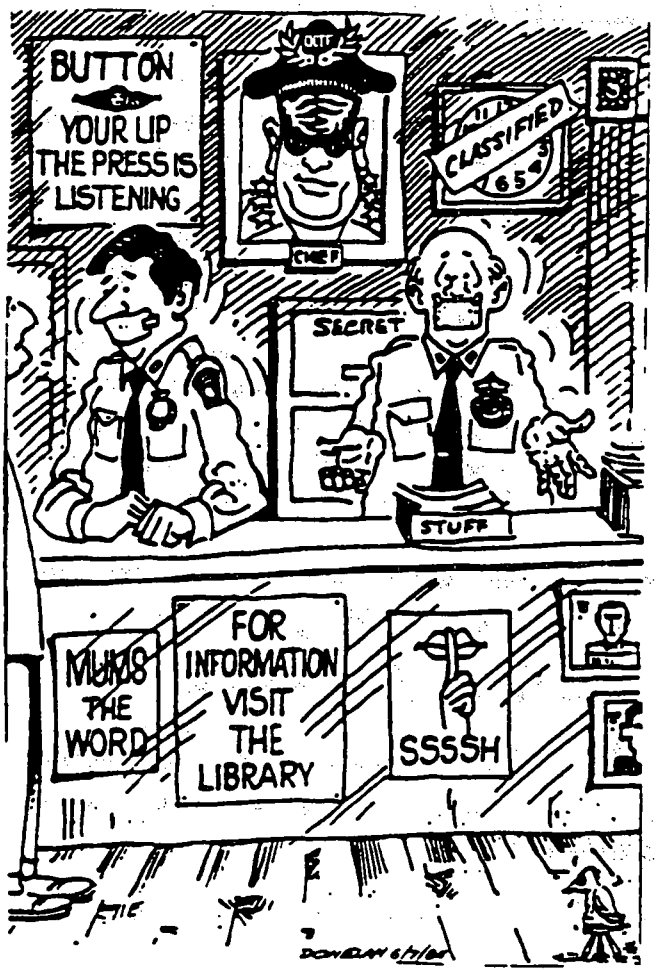
## THE MEDIA RELATIONS PLAN

Once a decision has been made to adopt a community policing strategy, a working group should be established to develop the media plan. The group should be chaired by someone who has a working knowledge of the media, and it should include representatives from all levels of the department. The chair should also serve as a liaison with other planning groups within the department, and the plan must be consistent with the timelines established for implementation. For example, a media campaign designed to publicize training for community policing should not precede final approval of the training to be offered. A listing of departmental spokespersons should not be issued until after these individuals have completed training in media relations.

A media plan should have at a minimum the following components:

- A statement of goals and objectives;
- A media policy statement. This should include responsibilities for handling unusual occurrences as well as routine activities;
- A general order or statement concerning media relations;
- A timeline for implementation of various public relations activities in all components of the media;
- Specific media programs which are related to the timeline;
- A plan for internal media;
- A training plan and schedule; and
- An evaluation or critique component.

The planning process should recognize the inevitability of change, include a means for handling criticism, delineate responsibilities, and emphasize that all members of the department have a responsibility for fostering positive media relationships.

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(Donelan, June 7, 1984)

All too often, sole responsibility is given to senior administrative officers for briefing the media, when a much more effective approach would be to let the people who are doing the job speak for themselves. The planning group should not spend time on trying to "reinvent the wheel," but concentrate on approaches that have proven to be effective in other areas. This does not mean

that innovation should be avoided, but the planning group needs to know what others have done--successfully or unsuccessfully--before jumping off into the unknown.

## TRAINING

Most people have an aversion to public speaking, but this can be overcome through training. At a minimum, all members of the department should receive some training in public speaking and should learn how to handle an interview (for print or electronic media) in different settings. Personnel should know how to handle a hostile community group as well as a reporter who is trying to publicize a negative angle of a situation.

Media relations and public speaking have become important in police training, and there are several programs which are designed to familiarize officers at all levels of the organization with the tools and techniques necessary for effective communication. The CP plan should include curricula which encompass the following:

- Command and management staff - This element should include a comprehensive overview of the media, methods of developing and handling press conferences, spot or "ambush" interviews, and public speaking before community and hostile groups. Command officers should be aware of the ways in which information can be disseminated;

- Middle management and supervisory personnel - This element should emphasize public speaking and communication with community and business groups, the ability to handle difficult situations, and problem solving approaches in interpersonal communication. Personnel should be thoroughly familiar with departmental policies, and able to communicate the goals of the CP model; and

- Line officers - Training should stress interpersonal communication, public speaking before small groups, and handling or refusing interviews.

In all cases the training should encompass practical simulation exercises which include preparation, self-training,

interviews for print and electronic media, preparation of a speech for a group, a critique of performance, and written materials which will aid in future situations. Sample press releases, announcements and notices should be included in the training package.

## PRINT MEDIA

Generally, there are two forms of interviews in connection with the print media. The first is a short interview, usually as part of a news piece or short article, and the second is an extended interview for a longer piece.

Short interviews usually involve questions about a specific activity or event. Training should emphasize the importance of assessing the question before answering and of avoiding speculations and potentially misleading responses. Extended interviews will usually take a broader approach, and the reporter is likely to have a set of prepared questions. Emphasis here should be on advance preparation by the interviewee to acquire full knowledge of the program being discussed. Statistical data, measures of success, number and type of personnel employed, community spokespersons, and the goals of the program are examples of the type of information that the interviewee will be expected to know. In all cases, an individual who does not know the answer should not hesitate to say so and to offer to get the answer for the interviewer.

Training should incorporate methods of keeping an interview focused, avoiding traps, and emphasizing the key aspects of the project. If something has not worked as planned, or there have been problems, the question should be answered, but an explanation of the reasons for the failure, or what is being done to correct it, should also be addressed.

## ELECTRONIC MEDIA

Television and radio are the most common forms of electronic media, although the information age has added new forms of communication, such as informational data bases, interactive message boards and automated telephone response systems.

Television represents one of the most difficult communication mediums because much of what is said during a

taped interview will be edited out to keep the length down to requirements of crowded news broadcasts. Another difficulty, especially on talk shows, is the frequent attempt by the program moderator or host to generate conflict. On the positive side, television has the capacity to reach a broad audience. The most effective training for such interviews uses video-taped simulated interviews which can be reviewed and critiqued by a communications expert.

Community policing offers many opportunities for the department to generate its own publicity. Training in how to work with a television crew, how to identify "visual" opportunities, and how to structure such opportunities can make positive contributions to explaining community policing to the public. Numerous departments have begun to make their own tapes, which can be made available to cable channels and community groups.

In addition to the points raised in the section on the print media, training should emphasize the importance of facial expressions, body language, and simple graphics. The use of negative expressions, slang and complicated terminology should be avoided. Generally, trained personnel should do interviews "live" to preclude selective editing by the TV station.

Radio as a communication medium offers many positive possibilities; although less threatening than television, it also contains a number of pitfalls which can be avoided through training. Radio has the advantage of reaching a large part of the working population with news during "drive times," (7-9 a.m. and 4-6 p.m.). Talk shows also garner specific and sizeable audiences, and, here again, training and a well developed media plan will assist in developing ways to "place" information. The use of spot commercials can be extremely effective to publicize specific programs. This is discussed more fully in a later section.

MEDIA AND TRAINING

In your training, keep in mind that terms are often flexibly defined by journalists, as this story from SPY Magazine illustrates.

# What We Have Here Is a Failure to Communicate

## But Don't Quote Us on That

*You're being interviewed by a prominent journalist from a respectable publication. You tell the reporter something* off the record; *something else you say is* not for attribution; *and certain other facts, you caution, are* on background. *The reporter nods his assent. But is he agreeing to what you think he's agreeing to? We wondered, and we asked the experts.*

**Joan Konner**, dean, Columbia University Graduate School of Journalism: "*Off the record* means don't quote the person, but it can mean don't use it—it's best to ask. *Not for attribution* means you can use it [as a quote] but don't quote them [by name]. *Background* is information relating to a story to give you a context for understanding."

**P. J. O'Rourke**, *Rolling Stone*: "*Off the record* means, basically, you the reader can guess who told me this. By internal textual analysis you'll be able to tell who said this. If somebody gave something to me off the record, that would mean, 'Don't print my name, but you don't have to disguise my identity too deeply.' *Not for attribution* means, 'You have to disguise my identity but not the class or species to which I belong.' *Background* means, 'I didn't fucking say it. If you say I said it, I'll deny it, and I'll do everything I can to destroy your career.' "

**David Halberstam**, author, *The Powers That Be*: "*Background* is when 'an officer in the government' holds briefings for reporters and they can use what he says and attribute it to an American official. A public official might say, '*Off the record* I'll tell you this,' and may even wink as he says it—which means, 'You didn't hear it here, but if you want to use it, go ahead.' All these things have a kind of body language of their own."

**Brian Burrough**, *The Wall Street Journal*, author of *Barbarians at the Gate*: "On Wall Street, *background* has come to mean for a lot of people what *not for attribution* really means: meaning, you know, 'one investment banker,' 'one trader,' but you can quote them."

**Christopher Hitchens**, *The Nation*, *Harper's*: "*Off the record* is like *no comment*. It's what people have seen on television series when journalists ask questions. It's the proles trying to avoid exposure. *Background* is a bit higher up. Then you're dealing with some bureaucrat, sort of the middle class. When they say *background*, that's how they show savviness. The first two cases are always said by people whom nobody would want to quote anyway. *Not for attribution* is said by people whom you *would* want to quote and who don't want to be and who could make it hard for you if you quoted them against their will. It's a scale of general toadying and falsity."

**SPY**: *But what information* can *you use, and what* can't *you use?*

**Hitchens**: "Well, that would be an ethical call, and I don't believe in journalistic ethics. If you say, 'At what level do you burn the source?,' it's always in direct proportion to the importance of the story."

**Kurt Loder**, *MTV News*: "*Off the record* is off the record—you don't use it, right? *Background* is, you use the information, but you don't attribute it. And what was the third one, the one in the middle?...Those are pretty simple, though, aren't they? I thought it was all pretty clear. I'd better keep abreast of this stuff, I guess."

**Kevin Sessums**, *Vanity Fair*: "Run them by me again. I was reading something when you said that."

**St. Clair Pugh**, reporter-collaborator for Liz Smith: "What do you mean, *background*? I don't know that term."

## MEDIA IN THE COMMUNITY POLICING MODEL

One must recognize at the outset that some conflict between the media and the police is common because the roles of each profession may at times be in opposition. The media is likely to be supportive of a new concept, but as time passes the "news" may be in reporting failures. Thus, it is important for the media plan to include an ongoing dialogue with reporters in an effort to explain departmental awareness of problems and responses.

One of the major differences between the so-called traditional model and the CP model is that line officers should be encouraged to interact with the media, and they should not have to get permission from a press information officer before they speak to a reporter. Of course, there also is a need to keep the press-information officer abreast of media contacts and, where possible, an effort should be made to coordinate media activities.

This does not mean that there should not be a media policy, and it does not bypass control by the press officer in the dissemination of information which may be detrimental to ongoing investigations or sensitive cases. It does place greater responsibility for making decisions about the sensitivity of information in the hands of the line officer and supervisor. This concept is at the heart of the CP model.

In today's information based society any successful organization must rely upon the media as an important form of communication with the public. This effort will be supplemented by departmental publications, speaking engagements and other outreach activities, but one "sound-bite" can make or break a public relations effort. Tony Schwartz, a communications expert who has written on the role of the media in society, notes that "Because they can change attitudes and behavior, media give us an invaluable opportunity to attack some of the serious national problems that plague us" (1981).

Schwartz has worked closely with numerous police and governmental organizations in an effort to help them get their messages across to the public. Whether it is in explaining the difficulty of making a "split-second" decision in a life or death situation for a police officer, or helping educate the public on how to use the **911** system, Schwartz uses radio and television in unique and important ways. One of these is in soliciting

corporations to sponsor "commercials" and spot reports. It has the advantage of putting your message in time slots and locations which reach a specific audience, says Schwartz. A Schwartz-produced 60 second TV commercial for the New York Patrolmen's Benevolent Association (PBA), explaining factors involved in an officer's decision to fire at an armed suspect, positively influenced citizen response in a situation in which the "wrong" decision was made. That the commercial, part of a PBA citizen information campaign, had appeared before the shooting, rather than as an "explanation" after the fact, contributed significantly to public understanding of the incident.

Public service (or free) messages, which can also be helpful, are run at the discretion of the station, usually in off-hours. They should not be excluded in the media planning effort, but they are probably the least effective means of mass communication. Yet they are frequently the first thing that planners suggest when developing the media plan.

The involvement of media specialists in developing a plan can be beneficial, and in most communities it is possible to seek volunteer assistance from organizations within the business community or from other residents who work in the field. Outsiders may have a different perception of police activities. Certain tasks or routines that police see as mundane and not worthy of media attention may have human interest angles apparent to the outside professional observer. The departmental public information officer (PIO) should endeavor to solicit this type of assistance and advice. In some cases the PIO may be threatened by outside experts, but he or she should be encouraged to broaden the horizons of the media effort.

A good CP program will generate a large number of human interest stories, and the department should endeavor to develop ways in which they can be communicated to the public. These do not need to be, nor should they be, "puff" pieces which downplay the crime control side of police work.

The plan should address "target" audiences and recognize that the members of the department, like the rest of the public, receive information from a wide variety of sources. All avenues of communication should be considered in developing the media plan. In addition to radio, television and newspapers, there are numerous other outlets, including community newsletters,

magazines, educational publications in the schools, government and business publications, and bulletin boards in supermarkets and other stores. The use of fax machines, electronic mail and computer networks has become increasingly popular in recent years. In Chicago, for example, many districts maintain a list of the FAX numbers of local businesses and community groups as a means of rapidly disseminating information.

Information is at the heart of CP, and the enlightened executive respects and uses the media network as a means of communication, rather than viewing it as a threat.

## CRISIS COMMUNICATION AND "SPIN CONTROL"

Police work is not without problems: an understatement, perhaps, but one of the most difficult aspects of implementing CP. Whether the problem is a difficult criminal case, alleged misuse of force, allegations of corruption, or the misstatement of an officer, the probability that a serious problem or crisis will occur at some point is high.

The media plan should specify the level of command and the persons who should control information flow in situations which generate intense media interest. It may be helpful to think of three categories, in increasing order of seriousness:

1. "Crisis"--especially vicious crime, involvement by notable public figures, police wrongdoing;

2. "Emergency"--conditions of civil disorder, riots; and

3. "Disaster"--earthquakes, floods, major and extreme weather conditions, fires and some kinds of industrial accidents.

In situations such as these, when maintaining or restoring public confidence is critical, misinformation or speculation can make a bad situation worse and negate prior media relations successes. Preparation of a crisis communications plan and training in its use will generally avert serious problems in communicating with the media.

In the political world, the term for handling problems is "spin control"--that we know the term is a demonstration that the technique, more often than not, doesn't work! Whatever the morality of manipulating the media, experience shows that even in the hands of experts it is an inexact and dangerous undertaking.

In the police world, most experts maintain that the best approach is one that is honest and straightforward. Put the problem on the table and deal with it. In an open-and-shut case this is not difficult, but most situations involve complications, not the least of which are changing legal constraints. In today's world, "no comment" is rarely acceptable, and usually brings more problems than it solves. There are no "correct" solutions or simple answers which address every problem, but there are some simple guidelines which should be considered.

Be honest, say most media experts; if the department was wrong, if a mistake was made, or the action was criminal, explain what actions will be taken to correct the trouble and to avoid its recurrence. If there are legal constraints, or the case is under investigation, be explicit in explaining why information is being withheld. Avoid meaningless "stock" phrases or those chosen to conceal information. In some serious cases, a PIO is not the right person to answer questions: ultimately, actions of the department are the responsibility of the sheriff/chief, and he or she should be available for comment.

Prior to briefing the press, all available information should be reviewed by the chief executive. In some organizations a media relations team will coordinate information and provide advice, but this is rare except in the largest cities. In his book, Critical Incident Management, Rod Paschall refers to an observation made by crisis management expert Steven Fink regarding communication during a crisis. "In most cases, there are better arguments for communicating about a crisis than remaining silent. Communicating quickly and fully provides a business with a chance to take the offensive, seize the initiative, and shape the nature of the discussion. It provides the opportunity to become proactive, not simply reactive. It also affords the opportunity to correct erroneous information and dispel rumors. Moreover, refusing to communicate and answer charges can give the impression that an organization is arrogant, uncaring and contemptuous of the public." This impression, with its negative effects for a business, is an even worse image for a police

department to convey as it seeks to develop partnerships with the community.

Community policing should also provide the opportunity to develop the kind of relationship with the community which helps make it clear that police officers are human and make mistakes. In at least two recent incidents involving justified, but controversial, shootings by the police, the community stood behind the officers involved because they knew them, and felt comfortable in the belief that the shooting was accidental or justified. The CP model strives to create a bond between the police and the community which has been lost in many neighborhoods in recent years. When it exists, this bond can be both an effective deterrent to negative media coverage of the police and the focus for coverage of community policing successes.

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# CHAPTER VII
## THE FUTURE OF COMMUNITY POLICING

*"In many ways, police work in 2010 will be much like it is today: exciting, frustrating, boring, challenging and occasionally dangerous"*
*-- Wally Bock*

As we approach the end of the millennium, the profession of policing is facing and experiencing change in every aspect of the way it works. The focus of this manual has been on a concept that began less than two decades ago, but which has its roots in the history of modern policing: almost 100 years ago Sir Robert Peel outlined a vision for policing which established the concept of a citizen-police model. Some maintain that community policing is nothing more than a return to this heritage. But much has changed since police officers first donned uniforms and a badge of office, not the least of which has been the development of complex societies characterized by diversity and a highly mobile population which recognizes few boundaries, even on an international scale.

The face and the nature of our local communities, both rural and urban, have changed dramatically, driven by changes in transportation, communication, politics and technology. Not all change has been positive, and today's reality includes increasing crime, violence, drug abuse, ethnic and racial conflict, and a proliferation of advanced weaponry.

The face and function of policing has changed also. Consider, for example, some of the changes which have taken place in just a few decades.

| Then | Now |
|---|---|
| Male dominated | Women in policing |
| Caucasian | Multi-ethnic/Multi-cultural |
| Military backgrounds | Civilian work experience |
| High school education | College experience |
| Minimal training | Increased training |
| .38 Caliber revolver | Automatic weapons |
| Minimal personal protection | Bullet resistant vests |
| Radio/telephone communication | CAD and cellular systems |
| Experience based | Research based |

As policing has developed a body of literature and a research base which has moved it from an occupation to a profession, other changes have had a major impact on the delivery of police services. Perhaps the most significant have been the emergence of professional police managers and an "opening" of police work to the scrutiny of the public.

American society faces a new set of challenges, including a highly mobile population, a changing work force and high unemployment among minorities, new immigration, the deterioration of urban centers, and a criminal justice system in disarray. The United States has become one of the world leaders in violent crime, drug abuse, incarceration, and recidivism. The police arrest, the courts convict, and offenders are incarcerated, but the spiral of crime remains a major concern for the populace and a highly influential factor in politics.

Much has changed since Robert Peel first deployed a "new" constabulary. Recognizing the deficiencies in what has been termed traditional policing (which was last changed dramatically in the 1950s), police leadership and criminal justice scholars began to explore new models following societal changes in the late 1960s and early 1970s. The report of the President's Crime Commission and the so-called Kansas City experiments were harbingers of change and the concept of community policing began to emerge in the 1980s.

## LEARNING FROM RECENT EXPERIENCE

Historians of community policing are aware of the widespread trauma occasioned by its implementation. Chiefs and high level supervisors began to question the foundations of their traditional, quasi-militaristic authority and often felt compelled to relinquish some of that authority in the name of "bottom-up" management. Middle managers, many of whom had only recently ascended to positions of responsibility under the "old rules," resented what they perceived as radical changes in the rules, changes that left them squeezed between a less authoritative upper management level and a host of increasingly independent subordinates. After years of establishing a barrier of technology and "professional" detachment between themselves and the community they served, street level officers were expected to break through those barriers and expand their already demanding repertoire to include such roles as social worker, community

activist, and liaison with local government. Personnel in special units resented the loss of their special status when agency reorganizations to support community policing made the average patrol officer their equal. Given this recent history of professional upheaval, it's not surprising that many practitioners wish to avoid it in the future.

Because the resistance of police personnel to change so threatened--and sometimes prevented--the implementation of community policing, proponents are moving beyond their concentration on modifying policing management styles and the police culture to address basic questions regarding the nature of police personnel. Early in their implementation, many community policing agencies postulated that a community policing officer would be young, educated, untainted by the traditional police culture, and open to new ideas. Further, this officer would tend to have a concerned, enlightened approach to such issues as domestic violence, victimization, and diversity; be mindful of the special needs of the community's young, elderly, and/or under-privileged; have a talent for public speaking and community organizing; be, or be willing to become, multi-lingual (or, even better, multi-cultural); rescue cats from trees and devote spare time to volunteer work. Only when these agencies realized that such a creature did not exist, did they truly begin to attempt to identify the characteristics of a well-rounded, community-oriented officer.

When researchers dug deeper into the mystery of what makes a good community policing officer, they discovered that the single characteristic common to all identified personnel was a stable employment history prior to their career in policing. Even younger officers who had entered the profession directly upon graduation from college had some prior history that indicated they were reliable, conscientious, and well-adjusted. Consistent with these findings was the not-so-surprising discovery that individuals who were educated, trained, and/or employed in the "helping" professions (social work, nursing, teaching) were highly likely to be successful at problem-solving and community policing. In fact, any personnel with a background that indicated a high degree of regular contact with the public--salespeople, telephone operators, delivery people--were more likely to be above-average community policing practitioners (with the exception of those individuals who jumped from job to job or had an otherwise unstable job history).

As the community policing philosophy has gained more widespread acceptance, culminating in national legislation fostering the concept, a new round of research and development has also begun to emerge.

## POLICE IN A NEW WORLD ORDER

Although it is difficult to predict the future, it is important to look ahead, to plan with a vision of a rapidly changing society and the ramifications of a new world order. Futurists, those who study what changes will take place in the years ahead, provide a glimpse of a world which will be much different as we begin a new century. Alvin Toffler's pioneering work in this field, in Future Shock (1970), The Futurists (1972) and The Third Wave (1980), examined the effects of population movements, economic restructuring, national and international conflict, and the continuing influence of technological change. In many ways, policing is impacted directly and indirectly by the tumultuous nature of societal change.

Already many of the futurists' predictions have had a bearing on police work. Dr. William Tafoya is an FBI agent whose seminal work on police futures underscores the importance of anticipating and planning for probable or potential change. Generally, police have been reactive rather than proactive in handling change, according to Tafoya. As a result, police have frequently trailed society and have not been prepared to cope with phenomena such as hate and bias crime, economic crime, the growth of street gangs, drug abuse, urban conflict, and a host of societal ills.

To be sure, many of these problems are not exclusively in the domain of the police, but as the most visible representative of government within the community, police are frequently expected to solve problems which are outside their domain, or even beyond the scope of existing law.

Although many would argue that the police have lost much of their power as an influence on social order, the community policing philosophy aims to restructure that influence through greater involvement in helping to insure a safe environment. This will create a major change in the police role, and a need for renewed leadership. Police and sheriffs' departments must be willing and ready to anticipate future problems and work with

community, government and political leaders to effect changes in the law, in procedures, and in human resources management to address issues. The police must be prepared to understand and incorporate new technology in a manner consistent with the demands of a free society. This is no simple task.

## ISSUES, RESPONSIBILITIES, RESOURCES

What does the future hold? Certainly, a full discussion of future trends is beyond the scope of this manual, but some of the more urgent issues which are likely to have an impact on policing have been identified by futurists. Among these are:

- The changing nature of government;
- Economic and employment trends;
- Declining resources;
- The changing nature of crime;
- Internationalization;
- Ethnic and racial conflict;
- Growth of organized and gang crime;
- The influence of technology;
- The influence of the media; and
- Legalization and litigation.

Within police departments and sheriffs' offices, future trends are like to include:

- Changes in expectations of leadership;
- A changing work force;
- Training and educational models;
- Resource reallocation;

- Greater dependence on technology;
- Empowerment of the work force;
- Changes in performance measures;
- Restructuring of specialized units;
- Multi-jurisdictional teams as task forces;
- Changes in records management;
- Computerization; and
- Development and acceptance of non-lethal weapons.

These changes or trends will all take place within the context of greater government and community involvement in the police operation. They will be influenced by national and global developments, and will impact all levels of policing, from the smallest to the largest organization.

Perhaps the greatest challenge for the police administrator or sheriff will be the management of declining resources in the face of greater demands and a changing work force. The police manager and sheriff of the future will be expected to be familiar with national trends and their impact on the police function, and ways of managing resources and technology efficiently and effectively. He or she will be expected to work more closely with elected officials and a diverse community containing groups with conflicting expectations.

In order to accomplish a broad range of goals and expectations, tomorrow's leader must be better prepared. This will be best accomplished through continuing education, membership and involvement in professional organizations, continuous professional development, and greater reliance on research and statistical data.

Demands for information have never been greater, and there is no indication that this trend will decline in the immediate future. This will necessitate further acceptance and development of better record keeping and information systems. At the core of these demands is the need for much higher levels of

communication, from the officer on the street to the chief executive.

Some futurists predict greater social conflict and public disorder. In a world of citizen video cameras and an aggressive media, almost every action taken by the police is subject to public scrutiny. A number of police officials warn that the lessons of the '60s have largely been forgotten, and the current work force is not equipped or trained to cope with or handle social disorder or violent demonstrations. In some measure community policing aims to head off potential conflict, but few police departments are prepared to handle widespread demonstrations.

Ultimately, the primary concern of the public is on safety and a community free of crime. The community policing philosophy is based on the importance of engaging the community in a partnership aimed at reducing crime, creating a safe environment, and addressing the root problems which tear at the fabric of social order.

Of particular concern is this area are future trends in violent crime, gang proliferation, drug abuse and juvenile delinquency. Future trends indicate greater mobility and the crossing of jurisdictional boundaries by offenders. The availability of more sophisticated and deadly weapons, the emergence of new types of drugs, and the sophistication of gang organizations will necessitate greater cooperation among police agencies at the local, county, state and federal levels.

The community policing model is particularly important as a means of developing information at the grass roots level, as well as keeping the community informed of potential threats which are likely to emerge from other areas.

Likewise, involvement of the business community is important as a means of combatting organized criminal elements, business crime trends, and infiltration of the community by scam and technical crime artists.

Of particular concern to the police administrator and sheriff must be the selection and preparation of the work force. Tomorrow's work force will likely be better educated and more diverse, with less military training and more independence than their counterparts of a decade or so ago. More women and

minorities will enter the profession in the next decade; many, who are likely to be representative of the larger community, will challenge existing traditions.

The demands on tomorrow's officer also will be greater, particularly in a society which has less patience with errors in judgement and mistakes. This will require increased legal knowledge, better training, and more dependence on new technology. The ability to work with community groups, to communicate effectively and to make more independent decisions will be necessary as officers and first line supervisors are empowered.

Those in specialized units, or who are assigned to work with multi-jurisdictional teams, will require new forms of training, and investigators must place greater emphasis on information systems and the use of technology and scientific tools. They will require better knowledge of new forms of crime and the importance of criminal intelligence, as well as the ability to work with community groups.

These considerations will also be influenced by emphasis on resource allocation to ensure efficiency and effectiveness in carrying out the changing nature of the police role.

Finally, future planning should be an important component of the policing model; again, police administrators must involve political, government and community leaders as a means to better anticipate and develop support for future needs.

The Society of Police Futurists International, founded several years ago, consists of police officials who are particularly interested in better identifying, understanding and planning for future problems. Those interested in their work can reach them at 750 La Playa, Suite 727, San Francisco CA 94121; (415) 387-9128.

The challenge facing police and sheriffs' departments has never been greater. The community policing philosophy offers a new strategy which has shown great promise; success rests largely with a commitment to a new approach and dynamic leadership.

# CHAPTER VIII
## TECHNOLOGY AND COMMUNITY POLICING

*"Artificial intelligence is only as good as the human intelligence that creates it, and all of these fantastic ideas and concepts will be worthless if police don't use them properly"*

*-- William Tafoya*

### INTRODUCTION

The technological explosion is transforming society in ways not even imagined prior to the past decade and policing cannot remain unaffected. Technological advancements have the potential to improve efficiency, safety, information storage and retrieval, and communications; they are changing the world in which the police officer lives and works.

Advanced technology can support CP in many ways, from providing faster and more accurate information for beat officers, to furnishing administration with an array of information on social and crime conditions in the community. Innovative dispatching systems have been developed that allow dispatchers to access such information as the histories of the victim and offender, potential threats at a call location, prior calls, and medical information, which can be placed in the hands of an officer responding to a call. Information retrieval has the capacity to be thorough and instantaneous, which allows for information to be made available before a traffic stop is made or an officer arrives at a call.

A reluctance to acquire and utilize newly developed equipment can be explained by the threat that it poses to some and by prior unsatisfactory experiences of those in charge of updating information systems in departments that acquired expensive systems which failed. However, computer technology has been advancing at an exponential rate; newer systems have been rigorously tested and improved substantially over their prototypes. Some examples of new law enforcement tools in use today should be studied.

## HIGH TECH, HIGH EFFECT

The computer has probably had the most significant technological impact on policing in the past twenty years. From mainframe to laptop, computer technology has become an everyday part of our lives, and its impact is only beginning to shape the future of policing.

### Computer-Assisted Dispatch

Computer-Assisted Dispatch (CAD) systems are now in use in a large number of departments. CAD systems vary by department, but they all provide levels of information which can aid in CP programs. Mobile Display Terminals in patrol cars can be linked to CAD, further expanding the information capability.

A CAD system also supports information management and analysis functions. Crime analysis and intelligence programs enable management to focus resources on particular areas and problems, closely relating them to the CP mission. Also, call information, such as the number, nature, frequency and location, can be analyzed to discover patterns that cause chronic problems. This information allows the police and the community to develop problem-solving techniques that are the most appropriate for the situation.

In addition to routine reports, it is possible to tie information into specific CP projects. For example, repeat calls to specific addresses can be used to identify problem-prone locations. A Minneapolis experiment found that a high percentage of calls were occurring at certain addresses, frequently bars. Focusing a CP project on these locations resulted in closing many and a reduction in problems and calls in these areas.

### Automatic Vehicle Locator Systems

Automatic Vehicle Locator (AVL) systems have become popular in some jurisdictions. AVL systems can improve effectiveness by providing constant and relatively accurate data on the location of patrol vehicles and are particularly helpful in calls to assist an officer in distress. Similar personal locator systems, currently used by the military, may be implemented as a means of locating officers on foot. Although many officers view these as tools to monitor their whereabouts for management and

disciplinary purposes, clear command direction in the use of AVL technology can demonstrate its benefits.

Automated Fingerprint Identification System

Automated Fingerprint Identification Systems (AFIS) provide an enhanced capability to match single or multiple digit fingerprints with records on file, offering an opportunity to improve investigative efforts. The CP officer who is trained in crime scene processing may be able to provide additional service to the community with access to an AFIS system, particularly for crimes which would not normally by handled by a technician. Although very few departments have such systems today, advances in this technology and the increasing use of imaging technology will increase the availability of AFIS to even the smallest department in years ahead. In addition, several companies are developing a system that allows for the real-time transmission of a suspect's print; this technology will be available in the near future and is referred to as "live scan."

National Crime Information Center

The National Crime Information Center (NCIC) was created by the FBI in 1967 to provide and coordinate information on wanted criminals, stolen vehicles, weapons and property, missing persons, state and federal criminal histories and information from the Criminalistics Laboratory Information System and the Canadian Warrant File. The response to an officer's information request, made by radio and dispatcher or through an MDT, also can include pertinent driving and criminal histories.

Future goals of the NCIC are to link criminal justice computer systems together to avoid overlap and to determine patterns not apparent to police officers. Many systems, such as the National Firearms Tracing Center and VICAP, could be linked to NCIC to facilitate thorough information retrieval. Cooperation among law enforcement agencies will enable a trace to be completed rapidly and equally speedy dissemination of the resulting information.

In 1989, the FBI made several successful attempts to transmit black-and-white mug shots with live-scanned fingerprints over radio waves to receiving equipment in a police car. Additional testing showed that crisp and clear pictures could be

received at speeds up to 60 miles per hour. Eventually, police officers will be able to take a mug shot and fingerprints of an offender and immediately relay them to the NCIC for identification (Nemecek, 1993).

Violent Criminal Apprehension Program

Since the 1960s stranger homicides have increased while clearance rates have declined. The Violent Criminal Apprehension Program was established by the FBI in 1985 in an attempt to coordinate information on unsolved homicides, abductions, or unidentified bodies characteristic of the crimes of serial killers. Reports on such cases are submitted to VICAP by law enforcement agencies from around the country to determine if any similar cases can be linked. VICAP responds with a report listing cases with similar patterns and the information needed to coordinate a multiagency investigation. Once a multiagency investigative force is in action, VICAP will also provide on-site case analysis, laboratory coordination and agency coordination services upon request.

VICAP and the FBI are currently studying standards of investigative protocol, automated systems for evidence collection, tracking and maintenance, a central computing site with a standardized format and a method of linking databases (including referrals for experts), and a system of identifying offenders who do not have a felonious criminal history. Coordination of multiagency investigations is a priority for the future of VICAP.

Radar

Radar has been in use for years in traffic enforcement, and more recently computer integrated photo-radar systems have been proven to be effective. These systems include a low-powered stationary radar mounted in the back of a vehicle or on a pole, connected to a 35mm camera, to photograph a speeding driver as detected by the radar. A second camera may be used for a shot of the rear of the vehicle, depending on state laws. A citation can automatically be sent to the driver of the vehicle.

In the Phoenix area, using the photo radar an average of 16 hours per week, 17,700 speeding citations were issued in the first nine months while the 29-member department issued only 4,050 citations during an entire twelve month period. The compliance

rate with the mailed summons was 95 percent, compared to 70 percent for the officer-issued summons. Only 91 of the cases pled not guilty and 70 of them were found guilty.

Photo radar can be used in CP in neighborhoods where many children are present and speeding is a major concern of residents. Random use of the radar coupled with the threat of a speeding ticket may cause motorists to reduce speed in the neighborhood and successfully resolve a community concern.

Personal Computers

Personal and laptop computers are small, individual computers the can be loaded with software for a number of uses. Two of the most common types of software used in policing are word processing and database packages which can be used together or separately on either type of machine. Laptop, or notebook, computers are small units with rechargeable batteries used in a police car by patrol officers to write reports for transfer to their office. The reports can be saved on a floppy disk or in the computer's hard disk drive and then transferred to the main computer at the department. Personal computers usually stay at the department and are used for writing reports, word processing or financial planning.

Computer experts Andy Rathbone and Dan Gookin have written a series of informative and thorough books on all types of computers and software. The books, in a simple question and answer format with many illustrations, end the titles with "for dummies," as in Internet for Dummies or Macintosh for Dummies. They are excellent publications and examples are included in the suggested reading list at the end of the chapter.

Cellular Telephones and Pagers

Cellular telephone technology represents another technological breakthrough which shows promise for policing. In addition to traditional voice communication technology, cellular communication has the capacity to handle large volumes of data by voice and digitally. With cellular telephones, more radio channels are made available and privacy is greatly increased. However, cellular telephone conversations can be overhead; digital cellular phones offer more privacy by digitally encoding the voice as it is transmitted.

Standard pagers can be used by community residents to communicate with beat officers who can respond when practical, rather than being interrupted during more pressing duties. That pagers only leave a phone number is a problem that is being alleviated by alphanumeric pagers which enable the sender to include a brief message.

Video Technology

Video technology provides another tool which can assist CP officers. Some options for use include mounting on the dash of a patrol car, taping confessions, surveillance, traffic control, public relations and training. Taping driver tests to be used in court in DUI cases has been shown to increase guilty pleas to almost 100 percent. Video cameras in an alleged trouble spot which tape drug activity or prostitution prove that there is a problem. Creative use of television technology has been a feature in a number of CP programs.

The Internet

The Internet is a worldwide computer system that links millions of people through their personal computers. Internet users call a local phone number, usually not incurring any long distance charges, and are able to log on to the Internet for a monthly fee. Bulletin boards on the Internet cover thousands of subjects, including policing, and users can read messages and may post their own messages or replies. They also may directly and privately contact other users. Another benefit of the Internet is access to e-mail, electronic mail which sends messages created on one computer to another user, usually within minutes. If the other computer is not turned on, the message is stored in the Internet until the user signs on. Many businesses, universities and government agencies have databases on the Internet which can be accessed by users logging on to the organization's computer.

The following is a sample of government agencies that have information sources and/or bulletin boards available through the Internet:

Bureau of Justice Statistics;

CIA-World Fact Book;

Crime Bill Information;

Federal Bureau of Investigation;

National Criminal Justice Reference Service;

National Institute of Justice;

National Institute of Mental Health;

Office of Justice Programs;

Office of the Attorney General;

U.S. Bureau of the Census; and

U.S.Department of Justice.

Using the Internet, citizens can communicate with CP officers at the officer's convenience and a bulletin board can be created for a specific community's questions and concerns. There are several computer networks available to consumers that offer e-mail in addition to bulletin boards for special interest groups. Compuserv, America Online and Prodigy are three main providers; subscribers to the three may send and receive e-mail to or from any Internet address. The Internet does not replace face to face communication, but it does allow flexibility in communicating among busy individuals with dissimilar schedules.

More specific information on the Internet is available in books included in the suggested reading list at the end of the chapter.

## LOW-TECH, LOW COST ALTERNATIVE FORMS OF PATROL WITH HIGH EFFICIENCY AND EFFECTIVENESS

### Bicycle Patrol

Bicycle patrol is often used on beaches, wooded areas, parks, flea markets and public housing projects. More and more cities are turning to this efficient and cost-effective alternative form of patrol. Bicycle patrol complements CP, bringing the officer out of the squad car and into contact with people while maintaining mobility (Ent & Hendricks, 1991). Over 400 departments nationwide have implemented bicycle patrol on some level.

Bike patrol officers blend in well in crowds, can employ the element of surprise, and are often useful in areas of high drug trafficking. In public housing projects, it is possible to sneak up on a drug deal on a bicycle, and to follow suspects through areas inaccessible in a patrol car (Grabin, 1993). Bicycles are especially effective at a parade or festival because they are inconspicuous and mobile. As a complement to automobile patrol or in separate units, officers can respond quickly to a call or back-up call because bicycles allow them to circumvent traffic by riding on sidewalks, the wrong way on one way streets, and in alleys or other terrain off limits to cars.

Some bicycle companies have introduced police packages or are willing to work with a department to customize bicycles. The International Police Mountain Bike Association (IPMBA) has recently formed as a division of the League of American Bicyclists (LAB) with over 1,000 members who are bicycle police officers. IPMBA offers personal and group training nationwide; see appendix for more information about the IPMBA.

### Jet Ski Water Patrol

Jet skis can be used in jurisdictions with extensive waterfront or high recreational water use. Jet skis are an excellent way to address community concerns about boats endangering swimmers or people boating while intoxicated. Business can be involved by donating funds to purchase the equipment and local skilled operators can help train the officer in use of the jet ski.

Jet skis are small, one or two person water vehicles, similar to the idea of a snowmobile, which can be an alternative or adjunct to police boat patrols. Less expensive than boats to purchase, store and maintain, they need only 6 inches of water to operate and do not have propellers that are dangerous to swimmers. Transportation and launching of a jet ski is considerably easier and quicker than a boat, and they can operate in areas inaccessible by boat.

Self Contained Portable or Semi-Portable Substations

Many departments are experimenting with alternative forms of delivering services. One idea that has been implemented in several areas (San Francisco has three) is the concept of substations, or 'satellite stations'. Small stations located in the neighborhood they serve are sometimes called mini-stations and are similar to the Japanese "koban".

Kobans are self-contained police stations used in China, Japan and Korea, similar in concept to the mini-station. They were established to provide a local presence of police officers and to reduce response time to crimes committed nearby. They are typically made of metal and cost between $25,000-30,000, most of which is donated by the community in which the koban is located (McClean, 1989).

A mini-station is a permanent or temporary structure staffed with police officers and others and housing minimal police functions and other services in a selected neighborhood. Activities are coordinated through this office, with administrative duties remaining at the police department. Mini-stations were created in the early 1970s to bring the police closer to the people and to increase accountability (Holland, 1985). It should be noted that in rural areas and small communities, officers' homes are often used by residents as informal mini-stations.

Mini-stations or kobans are relevant to the philosophy of CP because they allow for more frequent and consistent contact between the police and a community. A practical use for mini-stations is in areas of high residential density, or in disorganized areas as a stabilization force before a CP philosophy is implemented. In this situation, the mere presence of the station often drives off drug dealers and other related crimes may decline. Once this occurs, the staff can set about organizing and educating

the community about community policing and recruiting and training volunteers.

The objectives for substation use should be clearly stated and copies should be given to officers and community participants and posted within the mini-station. The Philadelphia Police Department created a list of objectives for their mini-stations:

1. To reduce fear in the neighborhoods by providing both increased police presence and problem oriented concern;

2. To seek positive change through emerging partnerships with community residents;

3. To provide better service to those living far from the District facility, we will improve both visibility and contact in these remote areas;

4. To open up new avenues for people to report crime and to reduce misconceptions about our inaccessibility;

5. To use our agency to better serve the community by providing referral information concerning available city services. We can only truly serve the community when they realize that we indeed care about them personally; and

6. To promote change by bringing neighborhoods together. Our programs will be structured to develop a bond between all people and the only division we will actively promote will be those who are law abiding against those who welcome crime (Taken from Philadelphia Police: Mini Station Organizational Concept.).

How To Set Up A Koban Or Mini Station

After the objectives have been clarified, the next steps for the mini-station are the selection of building type, site and staffing. The site should be in a central high traffic location, neither exclusively residential nor commercial, chosen by the district commanding officer with input from community groups, residents and patrol officers.

Structures must fit the needs of the community: some departments use mobile stations while others use fixed stations such as store fronts or vacant first floor apartments. They should be easily accessible, require minimal maintenance, and be the appropriate size to accommodate all staff and volunteers. Mobile homes have been used as temporary mini-stations to place in a neighborhood to drive off drug dealers before establishing a permanent mini-station. Building needs will be dictated by the objectives of the police and the desires of the community.

Staff includes officers and community volunteers; Philadelphia has noted that their inclusion of the community in the selection of the officers to staff their mini-stations played a large role in the program's success. When the officer is accepted and welcomed into the community early on, the possibilities of success increase.

Involve the community in staffing the site and in developing job descriptions. Ask people in the community to identify the most active residents and work with them in recruiting volunteers. The process is similar to community organizing when CP is implemented in a neighborhood.

The officers assigned should be community policing officers and assignment should not be a penalty. Consistent presence of the same officer over an extended period of time is essential to building a partnership between the community and the station.

Officers and volunteers should be trained in the philosophy of community policing and their role in it and training for mini-stations should be customized to the objectives and functions of the community it serves. Participants are the officer(s) assigned to the mini-station, the residents, community organizations, victim services agencies, local businesses, local media, religious organizations and municipal and government agencies.

Services provided should fit the community's needs: some services to consider include dealing with inadequate street lighting, abandoned housing, and abandoned cars. As well as improved police services, victim services can also be provided at the mini-station, in the form of referrals to outside agencies or through the presence of a volunteer or a victim advocate from a local agency.

Existing programs, such as child fingerprinting, 'Officer Friendly', groups that focus on specific categories of victims, town watch groups, crime prevention programs and minimal health screening procedures work well in a mini-station. Specific programs can be offered regularly or on a rotating basis; they will attract neighborhood residents and provide an opportunity to introduce CP and enlist support.

Mini-stations are not public relations booths and the value of a mini-station is to be measured in the quality of service that it provides. Officers should be community policing officers, committed to the concept, and they should be assigned for long periods of time, just like a community beat officer. Herbert McClean points out that ". . . the officer's attitudes, abilities, and concerns are important factors for a successful mini-station." (1989). Mini-stations can be used to bridge cultural gaps, as they do in San Francisco in areas with concentrated ethnic populations, employing officers who speak the language and are familiar with the culture and its customs.

## TECHNOLOGY AND TRAINING

Currently, two dominant training programs are available by subscription, Law Enforcement Television Network (LETN) and Law Enforcement Satellite Training Network (LESTN).

Based in Carrollton, Texas, LETN began broadcasting in 1989. Today, LETN broadcasts training programs to over half a million law enforcement officers from over 3,000 agencies 24 hours a day, five days a week. Regular programming includes contributions from the FBI, DEA, ASLET, IACP and NSA. LETN offers two options: satellite transmission or "training-on-demand." With satellite transmission, department classes must fit the LETN schedule; "training-on-demand" allows departments to borrow and return a specified number of training tapes. LETN also offers curriculum-based specialized training in patrol and supervision and management, for example, and some courses are available for college credit or CEU.

Subscribing to LETN requires no capital investment: agencies pay a monthly fee and LETN provides the receiving equipment. Recently, LETN developed a workstation that combines computer, modem and video technology.

Departments already subscribing to LETN have equipment to subscribe to LESTN without incurring major expenses. Other departments will need to purchase or arrange to share the equipment with universities or colleges already equipped to receive the broadcasts.

LESTN, co-sponsored by the Kansas City, Missouri police department and the FBI, includes telephone interaction between the instructors and trainees.

## THE USE OF TECHNOLOGY TO MONITOR EMPLOYEES

The use of technology to monitor employees is a serious issue. Many officers resist computer devices in patrol cars because they fear that their superiors will monitor their actions and time spent in the car and on calls. This is a legitimate issue: some supervisors have used the systems in this way, which undermines trust between officer and superior. A code of ethics should be developed for the use of each piece of equipment with the capability to monitor employees and systems should be instituted to ensure that information is not being distributed to unauthorized parties or improperly used against an employee.

## COMPUTER OPTIONS FOR DEPARTMENTS WITH LIMITED FINANCIAL RESOURCES

### Wait for Price to Come Down or Wait for Ratings

When a new piece or type of equipment hits the market it may be expensive, may not function properly, and its usefulness may be oversold. In time, the bugs are worked out, the price is lowered, and the function is better understood. For departments with limited resources, waiting for these developments may be the best option. As other systems compete with the first offering, ratings may be available on the effectiveness of such equipment. These reports can help a department make the most appropriate choice.

### Buy Used

Buying used equipment is an option, but it does have its problems. The system purchased may be inefficient or outdated, maintenance costs may be too high, it may have too many bugs to ever operate well, or it may be just too old. It is important to

determine why the department from which you purchase the equipment is selling it.

Pool Resources with Other Departments

Because of the capabilities of some equipment to serve large numbers of users and a large geographical area, pooling resources with other departments, especially in rural or suburban areas, is a newer option. Computers can send data over telephone lines for the cost of a local phone call, and information can be transmitted and accessed globally through the Internet. If several departments pool their resources and share the equipment, each will save money while improving service delivery.

As part of a long-term plan, the Metropolitan Council of Minneapolis/St. Paul, Minnesota is developing a regional telecommunications system to avoid unnecessary and ultimately detrimental competition for FCC channels, and to minimize costs. The initial development is with the Minnesota State Highway Patrol and, within 10 years, the system will integrate **911**, fire, emergency medical services and all other municipal government agencies into a master controller. A system this extensive will undoubtedly greatly increase police efficiency, information gathering and analysis, and emergency response. This system is being implemented in phases, with regional development preceding county development.

Develop Your Own System

This can be accomplished by purchasing one personal computer and a blank database program to customize. Recruit an officer who has had experience with computers to customize the software. Database programs which allow the user to customize fields for data entry and reports, such as Q & A and Filemaker Pro, have been recommended.

## SUGGESTED READING

Please note that the Internet and computer market is very dynamic and publications become outdated quickly. ISBN numbers are included to expedite the location of these books.

**The Internet:**


Cady, G. H., & McGregor, P. 1995. Mastering the Internet. Alameda, CA: SYBEX. ISBN 0-7821-1645-0.

Hoffman, P. E. 1994. Internet Instant Reference. Alameda, CA: SYBEX. ISBN 07821-1512-8.

Kehoe, B. P. 1994. Zen and the Art of the Internet. Englewood Cliffs, NJ: Prentice Hall. ISBN 0-13-121492-6.

*MKS Incorporated, with Gardner, J. 1995. Internet Anywhere. Englewood Cliffs, NJ: MKS Inc. ISBN 0-13-185612-X.

Wiggins, R. W. 1995. The Internet for Everyone: A Guide for Users and Providers. New York, NY: McGraw Hill. ISBN 0-07-067019-6.


**Macintosh/Apple computer systems:**


Aker, S. Z. 1994. The Mac Almanac. Emeryville, CA: Ziff-Davis. ISBN 1-56276-143-9.

Bilbo, M., & Salkind, N. 1993. Que's Big Mac Book, 4th Edition. Carmel, IN: Que. ISBN 1-56529-075-5.


**MS DOS computer systems:**


Markely, R., Benzer, L., Slaughter, S., & Wier, A. 1994. DOS 6 Complete. Grand Rapids, MI: Abacus. ISBN 1-55755-251-7.

Stiles, D., & Martin, W. N. MS DOS Step by Step. Redmond, WA: Microsoft Press. ISBN 155615-635-9.

Wolverton, V. 1993. Running MS-DOS. Redmond, WA: Microsoft Press. ISBN 1-55615-542-5.

**Miscellaneous:**

Rathbone, A., & Gookin, D. X for Dummies. San Mateo, CA: IDG Books.
Examples: Internet for Dummies, Wordperfect for Dummies, DOS for Dummies, Macintosh for Dummies.

*This book comes with software and one free month of access to the Internet.

# CHAPTER IX
## THE POLITICS OF COMMUNITY POLICING

*"Man is by nature a political animal"*
*-- Aristotle*

Law enforcement exists and operates in a bureaucratic and political environment. No one is more aware of this than the chief executive, who generally serves under a mayor, a city manager, city or village council, or, as a sheriff, is directly responsible to the electorate.

It has been made clear that community policing is largely a philosophy and is also a program which must be tailored to a community. Unfortunately, community policing has at times been associated with specific politics in a community. It can become an issue for administration opponents, a target for the media, and a focused source of dissatisfaction in communities where crime continues to rise. It also should be understood that community policing is a reflection of the police executive's performance and may be attacked by opponents on the basis of political or personal perceptions, rather than on the merits of the approach.

Throughout this manual much emphasis has been placed on the need to involve all levels of the community in the community policing approach. But one should also recognize that even where there is strong political and community support there will also be detractors and critics. The police executive, with the support of as many members of the department as possible, must be prepared to cope with criticism--fair or unfair--on a continuous basis.

Some of the more common beliefs which cause political opposition to community policing are:

- Community policing is soft on crime;
- It is a "gimmick" rather than a course of action;
- It is a way to generate more funds for the Department;

- It has not been effective in other communities;
- It diffuses responsibility; and
- It is a "political" move.

In his book, Reengineering Management, James Champy points out that, "We have to leave behind **perfectionist** organizational thinking, with its faith in an eternal, universally right way of doing things. Instead, our thinking must be radically experimental . . ." (1995). As his context is the corporation and the consumer, its analogy for the police executive is the political structure and the citizenry. The sheriff/chief must "sell" the department through its programs and activities, just as innovators must in the corporate environment.

Today, law and order rate high in the minds of the public. Public opinion polls report that fear of crime and violence in American society is a matter of extreme concern. Critics are likely to maintain that community policing is "soft on crime" and the chief executive must work at the outset to dispel this notion. One of the objectives of the planning phase is to identify those issues which are likely to be raised in opposition. Although it may not be wise at this stage to name anticipated opponents, it should be understood that the vocal critics must be addressed at some point, in a professional manner and with relevant facts.

## POLITICAL AXIOMS

Professor David L. Carter, Director of the National Center for Community Policing at Michigan State University, discussed political aspects of community policing in a paper presented in March, 1995, at the Annual Meeting of the Academy of Criminal Justice Sciences. He identified the eight fundamental principles which follow as "guideposts" to help police administrators as they "maneuver through the political terrain:"

- The tendency is to react emotionally rather than act rationally to a new issue or controversy;
- Superficial suppositions about ideas, programs, and initiatives will have a greater influence than in-depth substantive knowledge;

- When it takes too long to explain an idea and if it requires thought to understand it, then the battle for acceptance will be difficult;

- A conceptual initiative needs a hook or gimmick that can be easily identified with in order to get a political foothold;

- Timing is everything; to gain maximum political support a new initiative must be proposed at the time it appears to respond to a current, emotional, high-profile public need;

- The probability for greater political support will increase if credit is given where it is not due;

- If some measures of activity or success cannot be visibly shown in the short-term, political support for the initiative will be limited; and

- There is a direct relationship between fickleness of the public and political maneuvering; as the public changes its mind, political support for an initiative will change at light speed.

It should be remembered that the preceding points apply not only to elected officials, community leaders and the personnel of other government agencies, but also to the employees of police departments and sheriff's offices. In other words, all terrain may be considered political and successful introduction and implementation of community policing will depend, in part, on continuing awareness of this reality.

## ELECTED OFFICIALS AND POLITICAL LEADERS

Most chief police executives are familiar with the political climate within their jurisdictions, and not much would be gained in this manual in a discussion of basic political science. However, it should be noted that one of the reasons community policing has failed in some communities is because the police leadership ignored the political ramifications of their actions.

The support of the jurisdiction's leader and a majority of elected officials is a prerequisite for successful community policing. Continuous and ongoing communication of both progress and failures in the effort will help to reduce rumors and misinformation and will provide a continuing reservoir of support for programs. Dealing with opposition political leaders and those who may be skeptical can prove to be more difficult; the approach must, of course, be tailored to individual personalities and specific criticisms. As a general rule, the department should be open in responding to requests for information or assistance, and most experts stress the importance of meeting critics head-on, with a well prepared briefing.

At the heart of the issue is leadership. The first quality of a leader, according to Warren Bennis, who has written numerous books and studied 150 leaders, is "a guiding vision." A leader must also be a pragmatic dreamer with a point of view and constancy in decision-making. Bennis' research indicates that seven out of ten people in organizations don't speak up if they think their point of view will be at odds with the boss or conventional wisdom (Loeb, 1994).

Frequently police executives defer to, or at least fail to challenge, the views of outspoken political figures. The leader who is committed, and who knows where he or she wishes to go, is prepared to defend policies and actions which are consistent with the CP model envisioned. Although CP is a cooperative and shared approach, decisions must be made and not all segments of the community will agree on a course of action. It is the administrator's job to articulate how and why a particular approach is being implemented.

Where there is opposition, the police leader will need to build coalitions of support. It is at this point in the planning process that conflict with and among elected officials must be addressed and resolved. This may call for compromise, identifying points of agreement and common themes, and an appeal to vocal supporters. Once achieved, consensus dictates the form that implementation will take, and every effort should be made to follow the plan. The use of facilitators or consultants can be extremely helpful during this phase, particularly if they provide an objective view. These individuals can be called upon later to help explain why a particular approach was recommended, and how a change in the plan could endanger the entire project.

Much of the criticism of CP will come after a plan has been adopted and announced: no matter how much favorable publicity is given to the project and the plan, there still will be detractors. The sheriff/chief also may find that a mistake has been made, significant participants were overlooked or that opposition has increased to the point that the plan will fail. For example, if the decision to employ CP was made during one political administration and a new one, hostile to the program, is elected, the program is likely to be doomed. That was the case in Houston when a new mayor was elected who was opposed to CP. In a democratic society, the public speaks through its elected leaders. With the exception of a sheriff who is elected on the basis of his or her programs, the police are subject to the will of the political leadership.

## COMMUNITY LEADERS

In addition to criticism by politicians, there also will be opposition by community representatives and, in some cases, the heads of other units of government. Because CP will usually involve other city, village or county agencies, it is important to solicit support from this quarter.

Not all community leaders and representatives will readily endorse the CP concept, although experience indicates that these groups are usually very supportive. Some who are not supportive may honestly believe that CP will not work; others may find it politically beneficial to be in opposition. The chief executive has the responsibility of working with the opposition by providing information, but a tactical approach which involves rebutting criticism directly is not out of order.

The problem does not rest solely with the administrative staff. Nigel Fielding, a professor at the University of Surrey in England, notes that "community constables are widely subjected to derisory tags, such as 'hobby bobbies', 'dummy policemen', uniform carriers who spend most of their time drinking tea" (1994). He concludes that community policing in England continues to face obstacles, due in no small part to ambivalence by the police about their role and to contradictory pressures on them. But, he points out, there is frequently cooperation and a common understanding with the public on issues related to crime in fieldwork. Finding the common theme which enables individuals and groups to communicate is important and the line officer plays a critical role in communicating and articulating departmental goals.

There is also the possibility that two or more community groups may be vying for power in a neighborhood. Ideally, the police can draw all of the community groups into the process, but if this fails the police may be viewed as having taken sides. Here, again, it is the obligation of the chief executive to make it clear that the issue is not one of favoritism, but rather a desire to work with all those who have an interest in developing the CP model. In this setting, emphasize the positive and the importance of cooperation, rather than being critical of the naysayers.

In some instances, it is possible to separate out the points of resistance in an effort to resolve conflict. Try to "push" the critics into identifying their specific concerns and try to identify ways in which the "sore points" might be addressed. Another approach is to appeal to reason, stressing the importance of trying a new strategy, or a new approach. Point out that change can only be achieved through experimentation and that a particular approach which does not work can be changed after a reasonable trial period.

One of the more difficult aspects of working with any group is likely to be the outspoken individual who works against the harmony of the planning process. Most leaders will be able to handle such individuals, but there may be times when it is necessary to exclude someone who is jeopardizing the team building effort. Although this is a decision that should not be taken lightly, it is something to consider.

The political complexity of working with community groups necessitates a willingness to listen, to accept criticism, and to press strongly for cooperation. Knowing the likes and dislikes, goals, personality characteristics, even the pet peeves of the people you work with is important.

## OTHER GOVERNMENT AGENCIES

The importance of involving other agencies of government in the CP process has been stressed throughout this manual. Although most agency heads will be willing to assist, some may be resistant or in opposition. The most likely argument is that cooperation will call upon scarce resources. Opponents may be reluctant to cooperate because they feel it will put their personnel in danger, while others may view the CP effort as enhancing another department to the exclusion of their own.

Elected officials must establish that cooperation in the CP effort is policy and that department heads are expected to cooperate. Overcoming most of the apprehension from other agencies is best accomplished in the planning process, in which representatives of the various departments should be included. The training program should also take into account the needs and concerns of other units of government. Finally, the chief executive should make it clear to subordinates that inter-agency cooperation requires their assistance, and that credit will be given when assistance is provided.

If a department is not cooperating, efforts should be made to locate the point in the other unit where the opposition originates. Individual meetings should be held with opponents and, if this fails, the sheriff/chief may appeal to the mayor, city manager, or county executive for assistance. Since there are a great many ways to sabotage an effort without leaving a "trail," it may be necessary to apply various forms of "pressure." This may include appealing to others to "talk" to the individual on your behalf; it may necessitate keeping a record of the incidents in which there was no cooperation; and it may involve exposing the problem clearly and forcefully to an individual's superior.

One of the more common approaches to dealing with problems of this nature is to "leak" a story to the media. This is not recommended! Airing an organizational problem in the media serves little purpose in the long term, and serves only to divide the administration.

## POLITICS AND PLAYING POLITICS

Politics is defined as "The science or art of government or the administration and management of public or state affairs." It is also defined as "The acts or practices of those who seek any position of power, authority or advantage." Politics is the work of governments and those who honestly believe in their opposition to a particular course; "playing politics" is the obsession of those who seek to gain personal advantage or to disrupt. The ability to implement a CP program rests in large measure with the leadership capabilities of the chief executive and his or her subordinates. Understanding the political landscape and the methods of achieving departmental goals determines the success or failure of community policing.

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# CHAPTER X
## GUIDE TO AGENCIES WITH SIGNIFICANT CP EXPERIENCE

**1. Madison, Wisconsin**
**Quality Policing**
**General Information 608-255-2345**

Officials in Madison, Wisconsin proposed implementation of the philosophy of community policing in 1986 and implementation of Quality Policing (QP) began in 1987. The goal of the Experimental Police District (EPD) is to focus on change in three areas:

1. employee participation in decision making about the conditions of work and the delivery of police service; 2. management and supervisory styles supportive of employee participation and of community-oriented and problem-oriented policing; and 3. the implementation of community-oriented policing" (Wycoff and Skogan 1994). Implementation included a satellite station placed one block off a main artery in a residential neighborhood.

**2. Aurora-Joliet, Illinois**
**Neighborhood-Oriented Policing & Problem Solving Demonstration**

Police chiefs from two neighboring communities worked together to implement CP in Aurora and Joliet, Illinois. Special units were sent to targeted areas, rather than initial city-wide implementation, and the structure of CP differed in each community.

**A. Joliet, Illinois**
**General Information 815-740-2222**

Goals of Neighborhood-Oriented Policing (NOP) in Joliet are to "improve the quality of life, reduce criminal activity, reduce fear of crime, and increase community confidence" with gang and drug activity as specific targets (Wilkinson and Rosenbaum, 1994).

### B. Aurora, Illinois
### General Information 708-859-1700

In Aurora, the program was called the Neighborhood Action Base Station (NABS) and utilized portable substations placed in high-crime neighborhoods. After stabilization of the area, the station would be moved to another trouble area. The goal of the stations was to serve as a catalyst to rejuvenate community involvement and facilitate police-community interaction.

## 3. Hartford, Connecticut
## Cartographic Oriented Management Program for the Abatement of Street Sales (COMPASS)
## General Information 203-527-6300

COMPASS was launched in Hartford in 1990. The goal of the program is to improve the quality of life in neighborhoods hardest hit by drugs and crime through the cooperation of police, city agencies and the community. The process employed is similar to the Federal "Weed and Seed" approach of neighborhood reclamation and stabilization (see chapter 1). After analysis of the drug market, a variety of tactics, including community policing, reduce the drug problem. Police, community, businesses and city agencies then work together to replace the drug activity with businesses and other activities. Areas targeted include public housing and a neighborhood surrounding a school with rental and owner occupied dwellings (Tien and Rich, 1994).

## 4. Santa Barbara, California
## Community-Oriented Problem Solving (COPS)
## General Information 805-897-2300

The Santa Barbara Police Department began its shift to CP in 1987 with a team approach. Their approach includes six beat coordinators located within the patrol unit, each assigned to a geographical area and backed up by patrol officers and special units. The beat coordinators are considered a special unit; however, all sworn and non-sworn personnel participate.

**5. Savannah, Georgia**
**General Information 912-232-4141**

The Savannah Police Department program has decentralized patrol activities to four precincts headed by a precinct captain. The captain's role is to utilize resources and promote problem-solving efforts by police officers who are considered generalists.

**6. Newport News, Virginia**
**Neighborhood Oriented Policing**
**General Information 804-247-2500**

The Newport News Police Department began experimenting with problem-oriented policing in the 1980s and currently is involved in NOP. The structure of the program is highly decentralized with officers working smaller beats for longer amounts of time, enabling them to become better acquainted with the neighborhood.

**7. Edmonton, Alberta, Canada**
**General Information 403-421-3333**

An excessive increase in calls for service in the early 1990s led the Edmonton Police Department to move to community policing, increasing operating efficiency and allowing officers to work with the community to solve problems. Foot patrol based in customer service centers are the cornerstone of the program. The centers are spread throughout the jurisdiction and encourage citizen participation and reporting.

**8. Philadelphia, Pennsylvania**
**General Information 215-686-1776**

The Philadelphia Police Department has been experimenting with the community approach since the late 1980s. Patrol officers, detectives and a "Five Squad" report to captains of dozens of patrol districts. Five Squads incorporate officers specially trained in Community Relations, Crime Prevention, Victim Assistance, Sanitation, and Abandoned Autos. The organization also includes citizen groups called Police District Advisory Panels who meet regularly with district captains. In addition, the Philadelphia Police have employed mini-stations extensively, as discussed in Chapter VIII.

**9. San Diego, California**
**Problem-Oriented Policing**
**General Information 619-531-2000**

The San Diego Police Department implemented Problem-Oriented Policing (POP) in 1989 (see Chapter I). This approach was implemented in 1988 with a focus on policing approaches to eradicating the drug problem, particularly crack and cocaine. Their approach relies on case studies of the neighborhood and use of the SARA problem-solving model.

> ***SCANNING**: The initial identification of the problem, which occurs in a variety of ways, including police recognition of a problem due to the number of calls for service or reported crimes, repeated citizen or business complaints, knowledge acquired from the community, and so forth.
>
> ***ANALYSIS**: An in-depth analysis of the problem and its related and underlying causes and the development of a strategy for resolving the problem.
>
> ***RESPONSE**: The implementation of the problem-solving strategy, including the roles and activities of the police, citizens, businesses, local government agencies, and others.
>
> ***ASSESSMENT**: An ongoing review and assessment process to monitor the success of the response. May include maintenance activities. (Capowich and Roehl, 1994)

**10. Flint, Michigan**
**Neighborhood Foot Patrol Program**
**General Information 810-766-7036**

In one of the first police departments to test community involvement, the NFPP began in 1979 to address three problems: "(a) the absence of comprehensive neighborhood organizations and services; (b) the lack of citizen involvement in crime prevention; and (c) the depersonalization of interactions between officers and residents" (Payne and Trojanowicz, 1985). In addition to traditional duties, officers are encouraged to utilize problem solving skills and referrals to social service agencies. Much research has been conducted and published on this program by the late Dr. Robert Trojanowicz.

**11. A. Baltimore County, Maryland**
**Citizen Oriented Police Enforcement**
**General Information 410-887-3151**

The COPE project began in the early 1980s to address citizens fear of crime by using "stop, walk, and talk" methods. Officers are encouraged to utilize problem solving skills and participate in police-community crime prevention methods.

**B. Baltimore, Maryland**
**General Information 410-396-2525**

Baltimore began to experiment with community policing in the late 1980s. As one component of the program, officers were assigned to foot patrol 25 hours per week and allowed to plan their own routes in busy commercial and problem areas. In two other areas, ombudsman police officers were assigned to collaborate with residents and businesses to solve problems. These officers worked closely with government agencies, community organizations and with the department's special units.

**12. New York, New York**
**Community Patrol Officer Program**
**General Information 212-374-5000**

The New York City Police Department has explored many different types of community oriented policing from bicycle patrol in public housing (see Grabin, 1993) to foot patrol. CP has been implemented there force-wide and these efforts have led to a restructuring of the department. However, within the department, Community Police Officers are a specialized group expected to solve problems, provide information, and organize community members. In 1990, the NYPD was awarded a Bureau of Justice Assistance grant to participate in the Innovative Neighborhood Oriented Policing project, which used vans parked near elementary or junior high schools as Neighborhood Resource Centers staffed with volunteers to disseminate information about services in the area.

## 13. Portland, Oregon
**General Information 503-823-4636**

The Portland Police Bureau also participated in the Innovative Neighborhood Oriented Policing project. Funds were used to target a small public housing project with 159 residents. The goals of the project were to improve the quality of life and health of the community and to reduce fear of crime and actual criminal incidents. There were several components to the program including: "(1) a street enforcement/high-visibility patrol unit; (2) a 'Neighborhood Response Team' consisting of two uniformed patrol officers; (3) a community health nurse; (4) a community policing contact office located in the Iris Court complex; (5) community partnerships established with the residents of Iris Court and various social service providers from the city, county, state and private organizations; (6) the use of Crime Prevention Through Environmental Design (CPTED); and (7) resident organizing and empowerment" (Sadd and Grinc, 1994).

Presently, the PPB uses extensive information and referral efforts and has created a Problem-Solving Guide. The Guide is useful for "developing written agreements with citizens, business owners and other service providers to share responsibility for solving community problems" (Austin, 1992).

## 14. Detroit, Michigan
**General Information 313-224-4400**

Mini-stations have been the foundation of the CP program in Detroit since the 1970s. Originally, responsibility for the mini-stations was within the patrol unit. When chiefs changed in the mid-1980s, responsibility shifted to the new chief and the Mini-stations Section; officers receive specialized training and the mini-stations are staffed from 9:00 a.m. to 9:00 p.m. (Holland, 1985).

## 15. Seattle, Washington
**General Information 206-296-3311**

Informal police-community cooperation became the South Seattle Crime Prevention Council (SSCPC) in early 1988 and the Seattle Police Department has been using community oriented policing creatively since. The community chose to focus on crack houses and created a list of targets and eradication techniques including bicycle patrol, narcotics activity reports, a follow up unit

called the Anticrime Team, a criminal trespass program, a pay phone program, and a coordinated effort to notify landlords of tenants facing legal action for using their homes for drug activities. SSCPC spread city-wide when the Public Safety Action Plan was confirmed by Seattle voters. The plan provides Crime Prevention Councils, Police Department Advisory Councils, Community-Police Teams, the Joint Parks Department and Police Guild Program, and the Youth Intervention Program (see Fleissner, Fedan, Klinger, & Stotland, 1992; for bike patrol, see Grady and Ferguson, 1990).

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Wycoff, M. A., & Skogan, W. G. 1994. "Community Policing in Madison: An Analysis of Implementation and Impact." In D. P. Rosenbaum (Ed.), The Challenge of Community Policing: Testing the Promises. Thousand Oaks, CA: Sage Publications.

# CHAPTER XI
## METHODS AND INSTRUMENTS FOR EVALUATING CP

A. **Police Officer**

1. Job satisfaction/self-assessment
   a. Wycoff and Ottmeier, 1994.
2. Performance evaluations
   a. Wycoff and Ottmeier, 1994.
3. Assessment of superiors
   a. Wycoff and Ottmeier, 1994.
4. Citizen-officer interacion and feedback
   a. Wycoff and Ottmeier, 1994 (calls for service).
   b. Wycoff and Ottmeier, 1994 (general interaction/ community meetings).
5. Project assessment
   a. Wycoff and Ottmeier, 1994.

B. **Citizens**

1. Satisfaction
   a. Beyer, 1993.
2. Concerns
   a. Trojanowicz and Bucqueroux, 1994.
   b. Beyer, 1993.
3. Evaluation of CP Program
   a. Trojanowicz and Bucqueroux, 1994.

C. **Community**

1. Analysis/Assessment
   a. Trojanowicz and Bucqueroux, 1994.

# HOUSTON POLICE DEPARTMENT

## Patrol Officer's Bi-Annual Assessment Report

| OFFICER INFORMATION | ACTIVITY PERIOD BASED ON DATE OF ENTRY |
|---|---|
| NAME:_____ *Last* *First* *MI* | FROM:(m/d/y)_____ |
| EMPLY.NO.:_____ SHIFT:_____ DISTRICT/BEAT:_____ NEIGH.:_____ | TO:(m/d/y)_____ |
| COMMAND/BUREAU/DIVISION:_____ | |

## SECTION 1

| | |
|---|---|
| **WORK ASSIGNMENT** | List any changes in work assignment, responsibilities, or work environment which affect an officer's ability to complete assigned tasks. |
| **PROGRESS** | Describe status of and progress made toward attaining objectives set forth in previous monthly assessments. |
| **ACCOMPLISHMENTS** | List successful completion of specific projects, notable actions taken, and any other significant deed(s) initiated by the officer. |
| **SPECIAL RECOGNITION** | List any awards, letters of commendation, or recognition for activities performed by the officer. |

## SECTION II

**DIRECTIONS:** From the following scale, circle the response which most closely describes the quality of work demonstrated by the officer. Following each response, a written explanation of each choice is necessary. If the performance criterion is not observed by the supervisor or not verified through other means (i.e., survey questionnaires), circle the "Not Observed" (N.O.) response.

| STATEMENTS and EXPLANATIONS | SCALE | | | | | |
|---|---|---|---|---|---|---|
| **PROFESSIONALISM** | Not Observed | Strongly Disagree | Disagree | Average | Agree | Strongly Agree |
| 1. Consistently exhibits a professional appearance. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |
| 2. Displays adaptability and flexibility. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |
| 3. Shows initiative in improving skills. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |
| 4. Exercises prudent care and use of equipment. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |
| **KNOWLEDGE** | | | | | | |
| 5. Demonstrates working knowledge of laws. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |
| 6. Demonstrates working knowledge of General Orders/SOPs. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |
| 7. Demonstrates working knowledge of patrol tactics. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |
| 8. Demonstrates proper knowledge of completing routine forms. Explanation: _____ | N.O. | 1 | 2 | 3 | 4 | 5 |

| STATEMENTS and EXPLANATIONS | SCALE | | | | | |
|---|---|---|---|---|---|---|
| **RELATIONSHIPS** | Not Observed | Strongly Disagree | Disagree | Average | Agree | Strongly Agree |
| 9. Effectively expresses oneself verbally. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 10. Successfully interacts well with other officers. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 11. Establishes and maintains constructive rapport with citizens. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| **PATROL MANAGEMENT** | | | | | | |
| 12. Efficiently manages uncommitted time. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 13. Identifies problems and concerns in his/her area. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 14. Formulates appropriate plan(s) of action. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 15. Effectively implements plan(s) of action. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 16. Efficiently manages calls for service. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 17. Consistently completes acceptable offense reports. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 18. Conducts quality follow-up investigations. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |

| STATEMENTS and EXPLANATIONS | SCALE | | | | | |
|---|---|---|---|---|---|---|
| | Not Observed | Strongly Disagree | Disagree | Average | Agree | Strongly Agree |
| **SAFETY** | | | | | | |
| 19. Exercises proper judgement when handling requests for service. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 20. Uses caution when handling suspects/prisoners. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 21. Maintains self-control in stressful situations. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |
| 22. Proficiently uses communications equipment. | N.O. | 1 | 2 | 3 | 4 | 5 |
| Explanation: _____ | | | | | | |

## SECTION III

**OFFICER COMMENTS:** This section is reserved for officer's comments relative to his/her interpretation of this assessment.

## SECTION IV

This report is based on my observation and/or knowledge. It represents my best judgement of the officer's performance.

Rated by: _____ Date: _____
*(Signature of Immediate Superior Officer)* *Title*

Received by: _____ Date: _____
*(Signature of Higher Superior Officer)* *Title*

Approved by Department Head: _____ Date: _____

Report Furnished to Civil Service Commision: _____ Date: _____

I certify this report has been discussed with me. My signature indicates that I ☐ Agree ☐ Disagree with this assessment.

Officer's Signature: _____ Date: _____

# HOUSTON POLICE DEPARTMENT

## Investigator Questionnaire

OFFICER'S NAME:_____ EMPLY.NO.:_____ DATE:_____

SHIFT:_____ DISTRICT:_____ BEAT:_____ NEIGHBORHOOD:_____

According to divisional records, Officer _____ has had an opportunity to interact and work with you on a number of occassions. In order to assist this officer's immediate supervisor in his/her assessment of the officer's performance, please take a few minutes to complete this questionnaire.

1. How well does the officer communicate and cooperate with you or other investigators? Explain.

_____

_____

_____

_____

_____

_____

2. How well does the officer communicate through his written reports (e.g., accuracy, content, thoroughness, legibility, etc.)? Explain.

_____

_____

_____

_____

_____

_____

_____

_____

3. What type of working knowledge of the proper procedures does the officer have regarding the filing of charges, filing hold cards, and conducting F-6 checks? Explain.

4. When provided the opportunity, does the officer show initiative in following-up on investigations? Explain.

5. Please identify any area(s) in which this officer should attempt improvement.

INVESTIGATOR'S NAME:_____ EMPLY.NO.:_____ DATE COMPLETED:_____

# HOUSTON POLICE DEPARTMENT

## Officer's Immediate-Supervisor Assessment Form

SGT.'S NAME:_____

SGT.'S SHIFT:_____ SGT.'S DISTRICT:_____

ACTIVITY PERIOD

FROM:(m/d/y)_____

TO:(m/d/y)_____

1. My supervisor is knowledgeable about departmental rules and procedures.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
2. He/she fairly and consistently applies and enforces these guidelines
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
3. He/she tries to accommodate my requests when possible.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
4. He/she encourages me to perform well or to do a good job.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
5. He/she sets a good example for top performance.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
6. He/she lets me know when I have done something well.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
7. He/she demonstrates concern for me as an employee.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
8. He/she assists me in resolving problems in my beat.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
9. He/she is readily available when needed.
   _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
10. He/she treats me with respect.
    _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree
11. He/she is too lenient.
    _____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree

12. I could benefit from more leadership from my supervisor.

_____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree

13. He/she makes decisions that affects my ability to perform my duties in a timely manner.

_____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree

14. He/she affects my morale positively.

_____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree

15. He/she conducts effective monthly performance meetings.

_____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree

16. He/she helps me resolve difficulties I encounter in the performance of my duties.

_____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree

17. He/she is an overall effective supervisor.

_____Strongly Disagree _____Disagree _____Neutral _____Agree _____Strongly Agree

**COMMENTARY:**

Please put any comments or suggestions you may have about your supervisor and the way in which he/she conducts his/her job that you feel would be beneficial on the remainder of this page. For example, you might give specific suggestions on how your supervisor could be more effective with you or others. Also, add any comments you might have about this form, or questions and areas you think should be included on it.

_____

_____

_____

_____

_____

_____

_____

_____

_____

**OPTIONAL:**

OFFICER'S NAME:_____ DATE:_____

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# HOUSTON POLICE DEPARTMENT

## Calls For Service - Citizen Feedback

**OFFICER INFORMATION**

NAME:_____
*Last* *First* *MI*

SHIFT:_____ DISTRICT/BEAT:_____ NEIGHBORHOOD:_____

DATE OF CALL:_____ LOCATION OF CALL:_____

### SECTION I - Assessment Criteria

| | | |
|---|---|---|
| 1.) He/she was courteous/polite to me. | ☐ Agree | ☐ Disagree |
| 2.) He/she was knowledgeable in addressing my problem. | ☐ Agree | ☐ Disagree |
| 3.) He/she offered advice on how to address my problems. | ☐ Agree | ☐ Disagree |
| 4.) He/she demonstrates concern while attempting to address my problem. | ☐ Agree | ☐ Disagree |
| 5.) He/she handled the call in a professional manner. | ☐ Agree | ☐ Disagree |

### SECTION II - General Comments

COMPLAINANT'S NAME:_____ SUPERVISOR'S NAME:_____
*(Employee No.)*

DATE COMPLETED:_____ DATE RECEIVED:_____

# HOUSTON POLICE DEPARTMENT

## Community Information Form

OFFICER'S NAME:_____ DATE:_____

SHIFT:_____ DISTRICT:_____ BEAT:_____ NEIGHBORHOOD:_____

According to the records of Officer_____, you have had an opportunity to interact with this officer. In order to help us with our evaluation of this officer's performance, we would appreciate you taking a few minutes to complete this questionnaire. Your input is sincerely appreciated.

**COMMUNICATIONS / RELATIONSHIPS:**

1. Based on your observations, how does the officer effectively interact with you or your organization? Explain.

_____

_____

_____

2. To the best of your knowledge, does the officer attend community meetings?

_____

_____

_____

3. How does he/she actively participate in those meetings? Explain.

_____

_____

_____

4. How was the officer able to help you or your organization? Explain.

_____

_____

_____

_____

**PROBLEM SOLVING:**

1. How did the officer participate with you or your organization in identifying neighborhood problems? Explain.

2. To the best of your knowledge, how was the officer involved in developing and/or implementing a plan of action to address a particular type of problem?

3. Did the officer keep you advised of the status of the plan? Explain how this was done.

4. Please identify any crime prevention suggestions the officer has presented that would improve your neighborhood.

**GENERAL COMMENTS:**

NAME:_____ DATE COMPLETED:_____

ORGANIZATION:_____ DATE RECEIVED BY SUPERVISOR:_____

# HOUSTON POLICE DEPARTMENT

## Patrol Officer's Monthly Worksheet

**EMPLOYEE INFORMATION**

NAME:_____
*Last* *First* *MI*

EMPLY.NO._____ SHIFT:_____ DIST/BEAT:_____ NEIGHBORHOOD:_____

DATE:_____

**SECTION I: Objective Setting / Reporting**

**OBJECTIVE #1** ❑ NEIGHBORHOOD ❑ BEAT ❑ DISTRICT

**PROGRESS/STATUS:** ❑ COMPLETED ❑ ON-GOING ❑ MODIFIED ❑ DEFERRED ❑ CANCELLED

**OBJECTIVE #2** ❑ NEIGHBORHOOD ❑ BEAT ❑ DISTRICT

**PROGRESS/STATUS:** ❑ COMPLETED ❑ ON-GOING ❑ MODIFIED ❑ DEFERRED ❑ CANCELLED

**OBJECTIVE #3** ❑ NEIGHBORHOOD ❑ BEAT ❑ DISTRICT

**PROGRESS/STATUS:** ❑ COMPLETED ❑ ON-GOING ❑ MODIFIED ❑ DEFERRED ❑ CANCELLED

| OBJECTIVE #4 | ❑ NEIGHBORHOOD | ❑ BEAT | ❑ DISTRICT |
|---|---|---|---|

PROGRESS/STATUS: ❑ COMPLETED ❑ ON-GOING ❑ MODIFIED ❑ DEFERRED ❑ CANCELLED

## SECTION II - Community Contacts

| RESIDENTIAL/CIVIC ASSOCIATION: | BUSINESS/OTHER ORGANIZATIONS: |
|---|---|
| 1. Name:_____ | 1. Name:_____ |
| Phone No._____ | Phone No._____ |
| 2. Name:_____ | 2. Name:_____ |
| Phone No._____ | Phone No._____ |
| 3. Name:_____ | 3. Name:_____ |
| Phone No._____ | Phone No._____ |
| 4. Name:_____ | 4. Name:_____ |
| Phone No._____ | Phone No._____ |
| 5. Name:_____ | 5. Name:_____ |
| Phone No._____ | Phone No._____ |

## SECTION III - Special Project Assignment

## SECTION IV - Officer Comments / Suggestions

# 'V' DISTRICT POLICE QUESTIONNAIRE

June 1985

Please read the following statement carefully. Place a tick in the bracket (✓) which best represents your feelings about the particular statement in question.

1. There should be a police/community involvement program in every police district.

   (1) Strongly agree ( )
   (2) Agree ( )
   (3) No opinion ( )
   (4) Disagree ( )
   (5) Strongly disagree ( )

   Comment: _____

2. What, in your opinion, is the main purpose of the police/community involvement program in Broadmeadows? (Tick one answer only)

   (1) Public relations at the local level ( )
   (2) To reduce the workload of operational police ( )
   (3) To involve the public in crime prevention ( )
   (4) Do not know ( )
   (5) Other ( )

   Please specify: _____

3. Have you been involved personally in any police/community involvement program projects?

   (1) Yes ( )
   (2) No ( )

   Comment: _____

4. Most members of the public in 'V' district are pro-police.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

5. The general public is not doing enough to prevent crime.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

6. Local citizens and police should work together to prevent crime.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

7. A police/community involvement program is necessary in a police force.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

8. Local police should take account of local resident's concerns.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

9. Police and welfare workers should cooperate and consult with each other more to overcome local problems.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

10. Have you ever had occasion to visit the Broadmeadows police/community involvement program office?

(1) Yes ( )
(2) No ( )

Comment: _____

11. The police/community involvement program is a waste of manpower.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

12. The police/community involvement program has improved the police image with school children.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

13. The police/community involvement program has improved the police image with local residents.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

14. The police/community involvement program has improved the police image with local community organisations.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

15. Having the police/community involvement program in Broadmeadows has made no difference to operational police.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

16. The police/community involvement program is not practical.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

17. Police/community involvement program duties should be incorporated into operational police duties.

(1) Strongly agree ( )
(2) Agree ( )
(3) No opinion ( )
(4) Disagree ( )
(5) Strongly disagree ( )

Comment: _____

18. Do you have any other comments, suggestions or criticisms to make about the police/community involvement program in Broadmeadows?

_____

_____

_____

_____

19. Please rate the following in order of their effectiveness for reducing crime over the next ten years.

1 = most effective . . . 8 = least effective

(1) The use of more advanced technology ( )
(2) Streamline the system of processing offenders ( )
(3) Put more emphasis on community involvement by introducing more statewide, standard, crime prevention programs such as Neighbourhood Watch and Safety House ( )

(4) Put more emphasis on community involvement by having a police/community involvement group in each police district ( )

(5) Put more emphasis on community involvement by encouraging officers in charge of police stations to develop community involvement programs to suit their own sub-district ( )

(6) Increase police powers to allow the taking of fingerprints, photographs and body specimens, tap telephones, search suspects, conduct identity parades, demand name and address and increase detention time. ( )

(7) Have more police working operational duties at stations ( )

(8) Educate children about their responsibilities in the community and the role of the police ( )

Although this questionnaire is anonymous, it is necessary for us to have some information about you so that we can make comparisons between attitudes and age, attitudes and length of service, etc. This will help make the results more meaningful.

Please fill out the following section as accurately as possible.

20. What is your sex?

(a) Male ( ) 1
(b) Female ( ) 2

21. What is your rank?

(a) Constable ( ) 1
(b) Senior Constable ( ) 2
(c) Sergeant ( ) 3
(d) Senior Sergeant and above ( ) 4

22. How many years have you served in the Police Force?

(a) Less than 1 year ( ) 1
(b) 1 – 2 years ( ) 2
(c) 3 – 4 years ( ) 3
(d) 5 – 9 years ( ) 4
(e) 10 or more years ( ) 5

23. How long have you been stationed in this district?

| | | |
|---|---|---|
| (a) | Less than 1 year | ( ) 1 |
| (b) | 1 – 2 years | ( ) 2 |
| (c) | 3 – 4 years | ( ) 3 |
| (d) | 5 – 9 years | ( ) 4 |
| (e) | 10 or more years | ( ) 5 |

24. How old are you?

| | | |
|---|---|---|
| (a) | Under 20 | ( ) 1 |
| (b) | 20 – 24 | ( ) 2 |
| (c) | 25 – 29 | ( ) 3 |
| (d) | 30 – 39 | ( ) 4 |
| (e) | 40 – 49 | ( ) 5 |
| (f) | 50 – 59 | ( ) 6 |
| (g) | 60 and over | ( ) 7 |

25. What is your highest level of formal education?

| | | |
|---|---|---|
| (a) | 3rd form or less | ( ) 1 |
| (b) | 4th or 5th form | ( ) 2 |
| (c) | Passed HSC | ( ) 3 |
| (d) | Some tertiary | ( ) 4 |
| (e) | University graduate | ( ) 5 |

26. What is your marital status?

| | | |
|---|---|---|
| (a) | Never married | ( ) 1 |
| (b) | Now married (inc. de facto relationship) | ( ) 2 |
| (c) | Divorce/Permanently separated | ( ) 3 |
| (d) | Widowed | ( ) 4 |

27. Do you have any children?

| | | |
|---|---|---|
| (a) | No | ( ) 1 |
| (b) | Yes, 1 or 2 | ( ) 2 |
| (c) | Yes. 3 or 4 | ( ) 3 |
| (d) | Yes, 5 or more | ( ) 4 |

## Sample Community Input Questionnaire

This is an anonymous questionnaire produced by your police department. Its purpose is to determine the concerns and views of the residents of the city about their police department and how it could best serve the needs of the community. Your views concerning the following are of utmost importance. Remember, your responses are completely anonymous. Please answer each question carefully, and return the completed questionnaire in the enclosed envelope or give it to your community policing officer if you so desire.

1. What activities would you like to see your police department concentrate their efforts on? (Obviously the police will deal with the most serious crimes like homicide and rape.)

| Check only one column for each item: | 1 Much Attention | 2 Attention Sometimes | 3 Little Attention |
|---|---|---|---|
| How much priority should the police give to: | | | |
| a) Burglaries | _____ | _____ | _____ |
| b) Property destruction | _____ | _____ | _____ |
| c) Auto thefts | _____ | _____ | _____ |
| d) Traffic law violations | _____ | _____ | _____ |
| e) Robberies | _____ | _____ | _____ |
| f) Prostitution | _____ | _____ | _____ |
| g) Juvenile curfew violations | _____ | _____ | _____ |
| h) Larceny | _____ | _____ | _____ |
| i) Loud parties | _____ | _____ | _____ |
| j) Drug law violations | _____ | _____ | _____ |
| k) Abandoned cars | _____ | _____ | _____ |
| l) Gambling | _____ | _____ | _____ |
| m) Assaults | _____ | _____ | _____ |
| n) Other—specify ( ) | _____ | _____ | _____ |

2. Please prioritize the offenses that you would like your police department to work on, by marking a number 1 for the highest priority, 2 for the next priority and so on.

| | |
|---|---|
| a) Burglaries | _____ |
| b) Property destruction | _____ |
| c) Auto thefts | _____ |
| d) Traffic law violations | _____ |
| e) Robberies | _____ |
| f) Prostitution | _____ |
| g) Juvenile curfew violations | _____ |
| h) Larceny | _____ |
| i) Loud parties | _____ |
| j) Drug law violations | _____ |
| k) Abandoned cars | _____ |
| l) Gambling | _____ |
| m) Assaults | _____ |
| n) Other—specify ( ) | _____ |

3. The following is a list of service types of activities performed by your police department. Which of these do you feel are most important? Check only six (6).
   a) Pick up found property _____
   b) Home security checks for vacationers _____
   c) Assist people locked out of their cars _____
   d) Investigation of all vehicle accidents _____
   e) Deliver personal messages _____
   f) School truancy checks _____
   g) Vehicle safety checks _____
   h) Business building security inspections _____
   i) Teaching grades K-6 pedestrian safety _____
   j) Teaching rape prevention programs _____
   k) Checking the welfare of senior citizens _____
   l) Assisting people locked out of their homes _____
   m) Assisting stranded motorists _____

4. What is your responsibility as a citizen in relation to dealing with crime? (Check one or more.)
   a) Avoiding involvement with victim _____
   b) Assisting victim needing help _____
   c) Reporting suspicious activity _____
   d) Avoiding involvement with police _____
   e) Reporting crime _____
   f) Assisting police officers needing help _____

5. With which of the following offenses would you be willing to help the police? (Check as many as you want.)
   a) Burglaries _____
   b) Property destruction _____
   c) Auto thefts _____
   d) Traffic law violations _____
   e) Robberies _____
   f) Prostitution _____
   g) Juvenile curfew violations _____
   h) Larceny _____
   i) Loud parties _____
   j) Drug law violations _____
   k) Abandoned cars _____
   l) Gambling _____
   m) Assaults _____
   n) Other—specify ( ) _____

6. Are you willing to be a volunteer to help your community policing officer improve the quality of life in your neighborhood?

Yes _____ No _____

7. Do you know the names of neighborhood leaders who are respected and active in neighborhood affairs? If the answer is yes, please list the names.

Yes _____ No_____

_____

_____

_____

8. Were you the victim of crime within the last two years?

Yes _____ No _____

If the answer was yes to question number eight (8), did you report the crime?

Yes _____ No _____

For analysis purposes, please indicate your sex/gender.

Male _____ Female _____

Now that you have completed this questionnaire, please enclose it in the envelope and place it in any mailbox. When the questionnaires have been tallied, the results will be announced publicly by the police department. Your response will be helpful in setting police priorities and policies. Thank you for your cooperation.

Please read the following questions carefully and place a tick in the bracket which best represents your answer.

1. Would you feel safe if alone in your own home after dark?

| | |
|---|---|
| No, very unsafe | ( ) 1 |
| No, somewhat unsafe | ( ) 2 |
| Yes, somewhat safe | ( ) 3 |
| Yes, very safe | ( ) 4 |
| Don't know | ( ) 5 |

(If you feel safe, skip to Question 3)

2. If you feel unsafe in your home alone after dark, why? (Indicate your greatest fear only)

| | |
|---|---|
| Unable to cope with possible household problems, eg electrical failures | ( ) 1 |
| No help if I had an accident | ( ) 2 |
| A criminal might enter the home | ( ) 3 |
| Fearful, but of nothing in particular | ( ) 4 |
| Other (please specify) _____ | ( ) 5 |

3. In general, how fearful are you of becoming a victim of any sort of crime?

| | |
|---|---|
| Very fearful | ( ) 1 |
| Quite fearful | ( ) 2 |
| A little fearful | ( ) 3 |
| Not at all fearful | ( ) 4 |

4. How fearful are you of crimes happening to members of your immediate family?

| | |
|---|---|
| Very fearful | ( ) 1 |
| Quite fearful | ( ) 2 |
| A little fearful | ( ) 3 |
| Not at all fearful | ( ) 4 |

5. Would you feel it was safe for any adult member of your family to walk alone in your neighbourhood after dark?

| | |
|---|---|
| No, very unsafe | ( ) 1 |
| No, somewhat unsafe | ( ) 2 |
| Yes, somewhat safe | ( ) 3 |
| Yes, very safe | ( ) 4 |
| Don't know | ( ) 5 |

6. What sort of event would you be fearful of if *you* walked alone in your neighbourhood after dark? (List any or all of the options in order. 1 = the main event you are fearful of.)

| | |
|---|---|
| Verbal harassment | ( ) 1 |
| Robbery | ( ) 2 |
| Abduction | ( ) 3 |
| Assault | ( ) 4 |
| Traffic Accident | ( ) 5 |
| Abuse by drunks | ( ) 6 |
| Sexual Assault | ( ) 7 |
| None at all | ( ) 8 |
| Other (please specify) _____ | ( ) 9 |

7. What sort of event would you be fearful of if *any adult member of your family* walked alone in your neighbourhood after dark? (List any or all of the options in order. 1 = the main fear)

| | |
|---|---|
| Verbal harassment | ( ) 1 |
| Robbery | ( ) 2 |
| Abduction | ( ) 3 |
| Assault | ( ) 4 |
| Traffic Accident | ( ) 5 |
| Abuse by drunks | ( ) 6 |
| Sexual Assault | ( ) 7 |
| None at all | ( ) 8 |
| Other (please specify) _____ | ( ) 9 |

8. What do you think are the main crime and public nuisance problems in your neighbourhood? (List any, or all of the options in order. 1 = main problem)

| | |
|---|---|
| Theft of or from cars | ( ) 1 |
| Theft, other | ( ) 2 |
| Unsupervised juveniles | ( ) 3 |
| House burglaries | ( ) 4 |
| Traffic problems | ( ) 5 |
| Drunken behaviour | ( ) 6 |
| Vandalism | ( ) 7 |
| Assaults | ( ) 8 |
| Drugs | ( ) 9 |
| Other problems (please specify) _____ | ( ) 10 |
| No problems | ( ) 11 |

9. What level of crime do you think there is in your neighbourhood?

| | |
|---|---|
| Extremely high | ( ) 1 |
| Somewhat high | ( ) 2 |
| Average | ( ) 3 |
| Somewhat low | ( ) 4 |
| Extremely low | ( ) 5 |
| Nonexistent | ( ) 6 |

10. Have you taken any steps to protect your house and yard from burglary and/or theft? (Tick any prevention measure you have taken.)

| | |
|---|---|
| Guard dog | ( ) 1 |
| Alarm | ( ) 2 |
| Extra outside lights | ( ) 3 |
| Deadlocks on doors | ( ) 4 |
| Security screens on doors or windows | ( ) 5 |
| Valuables engraved, photographed and serial numbers kept, etc. | ( ) 6 |
| Security warning signs | ( ) 7 |
| Radio, lights left on whilst house is empty | ( ) 8 |
| Neighbours asked to look after the house when it is empty during holidays, etc. | ( ) 9 |
| Other measures taken (please specify) _____ | ( ) 10 |
| No extra steps taken to protect the house or yard | ( ) 11 |

11. Estimate how much money you have spent on burglary and theft prevention measures?

| | |
|---|---|
| Nil dollars | ( ) 1 |
| $200 or less | ( ) 2 |
| $201–$500 | ( ) 3 |
| $501–$1,000 | ( ) 4 |
| $1,001–$1,500 | ( ) 5 |
| $1,501–$2,000 | ( ) 6 |
| $2,001–$5,000 | ( ) 7 |
| $5,001–$10,000 | ( ) 8 |
| Over $10,000 | ( ) 9 |

12. Are there any precautions you take to protect yourself from physical attack when away from the home? eg when shopping, visiting, not on holidays. (Tick any prevention you normally take.)

| | |
|---|---|
| Yes, don't go out alone at night | ( ) 1 |
| Yes, don't go out alone at any time | ( ) 2 |
| Yes, carry a weapon | ( ) 3 |
| Yes, carry a personal alarm | ( ) 4 |
| Yes, have done self-defence training | ( ) 5 |
| Yes, lock all doors whilst driving alone | ( ) 6 |
| Yes, notify others of my movements | ( ) 7 |
| Yes, other precautions (please specify) _____ | ( ) 8 |
| No, I take no special precautions | ( ) 9 |

13. If you observed some 15 to 16-year-old youths pulling up young trees in a local park, what would you do?

| | |
|---|---|
| Speak with them myself | ( ) 1 |
| Do nothing | ( ) 2 |
| Notify police | ( ) 3 |
| Notify the council | ( ) 4 |
| Other (please specify) _____ | ( ) 5 |

(If you would notify police, skip to Question 15)

14. If you would not notify police in the above situation, why not?

| | |
|---|---|
| Police would think it too trivial for them to take action | ( ) 1 |
| Fear for your own safety | ( ) 2 |
| Police would not be able to do anything anyway | ( ) 3 |
| Would not want to interfere | ( ) 4 |
| Other (please specify) _____ | ( ) 5 |

15. If you saw an unfamiliar vehicle in your neighbour's drive and saw someone in the house whilst your neighbours were away on holiday?

(a) Would you report the matter to police?

| | |
|---|---|
| Yes | ( ) 1 |
| No | ( ) 2 |

(b) If your answer is 'Yes', which police number would you ring?

| | |
|---|---|
| 000 | ( ) 1 |
| 11 444 | ( ) 2 |
| local police number | ( ) 3 |
| I'd call at the nearest police station in person | ( ) 4 |

16. Assuming you would report the above incident to the police, how important is the following information? (Please list these options in order of importance. 1 = most important.)

| | |
|---|---|
| Colour and description of vehicle | ( ) 1 |
| Time of the incident | ( ) 2 |
| Vehicle Registration Number | ( ) 3 |
| Description of the person seen | ( ) 4 |
| Accurate location details | ( ) 5 |
| My name and address | ( ) 6 |
| Anything else? (please specify) _____ | ( ) 7 |

17. Have you had any contact with police in the last year?

| | |
|---|---|
| Yes | ( ) 1 |
| No | ( ) 2 |

(If you answered 'No' skip to Question 19)

18. If yes, why was the contact with police made? (Tick as many options as applicable)

| | |
|---|---|
| A request for police help | ( ) 1 |
| Traffic warning or booking | ( ) 2 |
| Other warning | ( ) 3 |
| Summons or arrest | ( ) 4 |
| Informal talk | ( ) 5 |
| Providing information to police | ( ) 6 |
| Other (please specify) _____ | ( ) 7 |

19. Were you or a member of your household a victim of crime in the last year?

| | |
|---|---|
| Yes | ( ) 1 |
| No | ( ) 2 |

(If your answer is 'No' skip to Question 27)

20. If your answer is 'Yes', how many times in the last year were you and members of your household victims of crime?

| | |
|---|---|
| Once | ( ) 1 |
| 2–3 times | ( ) 2 |
| 4–5 times | ( ) 3 |
| 6 times or more | ( ) 4 |

21. What sort of crime(s) was it? (put the *number* of times occurring in the relevant bracket.)

| | |
|---|---|
| Minor assault (no physical injury) | ( ) 1 |
| Major assault (with actual physical injury) | ( ) 2 |
| Minor property *theft* (under $500) | ( ) 3 |
| Major property *theft* (over $500) | ( ) 4 |
| Minor burglary (from a building, under $500) | ( ) 5 |
| Major burglary (from a building, over $500) | ( ) 6 |
| Minor property damage (under $500) | ( ) 7 |
| Major property damage (over $500) | ( ) 8 |
| Other crime (please specify) _____ | ( ) 9 |

22. Were police notified on *every* occasion?

| | |
|---|---|
| Yes | ( ) 1 |
| No | ( ) 2 |

(If your answer is 'Yes' skip to Question 25)

23. If police were not notified on *every* occasion:

(a) What was the most serious crime not reported?

| | |
|---|---|
| Minor assault (no physical injury) | ( ) 1 |
| Major assault (with actual physical injury) | ( ) 2 |
| Minor property *theft* (under $500) | ( ) 3 |
| Major property *theft* (over $500) | ( ) 4 |
| Minor burglary (from a building, under $500) | ( ) 5 |
| Major burglary (from a building, over $500) | ( ) 6 |

| | |
|---|---|
| Minor property damage (under $500) | ( ) 7 |
| Major property damage (over $500) | ( ) 8 |
| Other crime (please specify) _____ | ( ) 9 |

(b) Why was that crime not reported to police?

| | |
|---|---|
| Police would think it too trivial for them to take action | ( ) 1 |
| Fear for my own safety | ( ) 2 |
| Police would not be able to do anything anyway | ( ) 3 |
| Wanted to forget about it | ( ) 4 |
| Other (please specify) _____ | ( ) 5 |

24. If there was more than one crime not reported:

(a) What was the second most important crime not reported to police?

| | |
|---|---|
| Minor assault (no physical injury) | ( ) 1 |
| Major assault (with actual physical injury) | ( ) 2 |
| Minor property *theft* (under $500) | ( ) 3 |
| Major property *theft* (over $500) | ( ) 4 |
| Minor burglary (from a building, under $500) | ( ) 5 |
| Major burglary (from a building, over $500) | ( ) 6 |
| Minor property damage (under $500) | ( ) 7 |
| Major property damage (over $500) | ( ) 8 |
| Other crime (please specify) _____ | ( ) 9 |

(b) Why was that crime not reported to police?

| | |
|---|---|
| Police would think it too trivial for them to take action | ( ) 1 |
| Fear for my own safety | ( ) 2 |
| Police would not be able to do anything anyway | ( ) 3 |
| Wanted to forget about it | ( ) 4 |
| Other (please specify) _____ | ( ) 5 |

25. If police *were* involved on *any* occasion, were you satisfied with the manner in which police handled the case?

| | |
|---|---|
| Yes, very satisfied | ( ) 1 |
| Yes, somewhat satisfied | ( ) 2 |
| No, somewhat unsatisfied | ( ) 3 |
| No, very unsatisfied | ( ) 4 |

26. Are there any comments you would like to make about police response?

_____

_____

_____

27. How interested are you to know what is going on around this neighbourhood?

| | |
|---|---|
| Very interested | ( )1 |
| Quite interested | ( )2 |
| Somewhat uninterested | ( )3 |
| Not at all interested | ( )4 |

28. How often would you speak to other residents in your street or those adjoining your property?

| | |
|---|---|
| Nearly every day | ( )1 |
| About once a week | ( )2 |
| About once a month | ( )3 |
| Hardly ever | ( )4 |
| Never | ( )5 |

29. Are you involved in any local community groups, clubs or activities?

| | |
|---|---|
| Very involved | ( )1 |
| Quite involved | ( )2 |
| Not very involved | ( )3 |
| Not involved at all | ( )4 |

30. Do you regularly drive a car?

| | |
|---|---|
| Yes | ( )1 |
| No | ( )2 |

31. How often do you read the local paper?

| | |
|---|---|
| Every week | ( )1 |
| Nearly every week | ( )2 |
| Hardly ever | ( )3 |
| Never | ( )4 |

32. How often do you go for walks in the neighbourhood?

| | |
|---|---|
| Nearly every day | ( ) 1 |
| A few times each week | ( ) 2 |
| Once a week | ( ) 3 |
| Occasionally | ( ) 4 |
| Never | ( ) 5 |

33. What is your sex?

| | |
|---|---|
| Male | ( ) 1 |
| Female | ( ) 2 |

34. What is your age?

| | |
|---|---|
| 19 years or less | ( ) 1 |
| 20–29 years | ( ) 2 |
| 30–39 years | ( ) 3 |
| 40–49 years | ( ) 4 |
| 50–59 years | ( ) 5 |
| 60–69 years | ( ) 6 |
| 70 years or more | ( ) 7 |

35. What is your *main* type of employment?

| | |
|---|---|
| Full-time paid employment | ( ) 1 |
| Part-time paid employment | ( ) 2 |
| Unpaid voluntary work | ( ) 3 |
| Unemployed | ( ) 4 |
| Retired | ( ) 5 |
| Home duties | ( ) 6 |
| Student | ( ) 7 |
| Other (please specify) _____ | ( ) 8 |

36. Which language is regularly spoken at home?

| | |
|---|---|
| English only | ( ) 1 |
| English and another language(s) | ( ) 2 |
| Rarely speak English at home | ( ) 3 |

37. What type of residence do you live in?

| | |
|---|---|
| Unit (rented) | ( ) 1 |
| Unit (owned) | ( ) 2 |
| House (rented) | ( ) 3 |
| House (owned) | ( ) 4 |

38. How many people live in your residence?

| | |
|---|---|
| One | ( )1 |
| Two | ( )2 |
| Three | ( )3 |
| Four or more | ( )4 |

39. How many children under 18 years live with you?

| | |
|---|---|
| None | ( )1 |
| One or Two | ( )2 |
| Three or Four | ( )3 |
| Five or more | ( )4 |

40. How long have you lived in this residence?

| | |
|---|---|
| Less than 1 year | ( )1 |
| 1–3 years | ( )2 |
| 4–9 years | ( )3 |
| 10 years or more | ( )4 |

41. Are there any other comments you would like to make about police, crime or general problems in this area?

_____

_____

_____

Thank you for your cooperation

# Sample Questionnaire to Determine Community Policing Effectiveness

Name _____ Phone _____ Beat Area # _____

Address _____ Age _____ Gender _____ Race _____

Is this a residence or business address? _____

Number of years you have been in the neighborhood _____ Date _____

1. Are you aware of the community policing effort in this neighborhood?
2. How did you become aware of it?
3. Do you know what the community officer is required to do by the police department?
4. What do you, as a citizen, expect of the community policing officer in your neighborhood?
5. Are you satisfied personally with community policing officer in your neighborhood?
6. Have you personally seen or spoken to the community policing officer?
7. How often?
8. What is his/her name? (What does he/she look like?)
9. Is the crime problem more or less serious in your neighborhood as compared to other neighborhoods in the city? What types of crimes are you most concerned about?
10. Has the community policing effort lowered the crime rate in your neighborhood?
11. Do you know of crime in the neighborhood that has gone unreported? How much?
12. Has the community officer encouraged citizens to report crime and become involved in crime prevention programs?
13. Have you been the victim of a crime in the past three years? If yes, did you report it? If you did not report it, why not?
14. Have you talked with neighbors about community policing?
15. What is their opinion of it?
16. Are you aware of any neighborhood projects that your community policing officer is involved in, in cooperation with neighborhood residents?
17. Do you have suggestions as to how the community policing effort can be improved?
18. Has the community policing effort increased the safety of women, the elderly, and young people?
19. How can the protection for women, the elderly, and children be improved?
20. Do you feel safer because of the community policing effort?
21. On the items below, state who is more effective, motorized patrol officers or community policing officers (use MP or CP).

| | | | |
|---|---|---|---|
| a. preventing crime | ____ | d. investigating the circumstances of crime | ____ |
| b. encouraging citizen to help protect themselves | ____ | e. working with juveniles | ____ |
| c. responding to complaints | ____ | f. following up on complaints | ____ |

# COMMUNITY ANALYSIS WORKSHEET
by Roger L. Depue

## I. GENERAL INFORMATION

**A. Jurisdiction Studied:** (Name)
1. Type of Jurisdiction (State, Region, County, Urban, Suburban, Rural)
2. Size of Jurisdiction (Square Miles)

**B. Population**
1. Total 1980 _____ 1990 _____
2. Breakdown:

*Ethnicity: (include number and percentage of total)*

| | 1980 | | 1990 | |
|---|---|---|---|---|
| | Number | Percentage | Number | Percentage |
| Black | | | | |
| Caucasian | | | | |
| Hispanic | | | | |
| Other | | | | |

3. Distribution of Population for 1990 (Age, Number, Percentage)

| Age Group | 5-14 | | 15-19 | | 20-24 | | 25-34 | | 35-49 | | 50+ | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage | Number | Percentage |
| Age Group | | | | | | | | | | | | |
| Total | | | | | | | | | | | | |
| *Sex:* | | | | | | | | | | | | |
| Male | | | | | | | | | | | | |
| Female | | | | | | | | | | | | |
| *Ethnicity:* | | | | | | | | | | | | |
| Caucasian | | | | | | | | | | | | |
| Black | | | | | | | | | | | | |
| Hispanic | | | | | | | | | | | | |
| Other | | | | | | | | | | | | |

**C. Income (Families)**

| | $0-9,999 | $10-19,000 | $20-40,000 | $40,000 + |
|---|---|---|---|---|
| Total: | | | | |
| *Ethnicity:* | | | | |
| Caucasian | | | | |
| Black | | | | |
| Hispanic | | | | |
| Other | | | | |

**D. Education (Persons over 25 years)**

| | No High School (H.S.) | H.S. 1-3 yrs. | H.S. 4 yrs. | College 1-3 yrs. | College 4 yrs. or more |
|---|---|---|---|---|---|
| Total: | | | | | |
| *Ethnicity:* | | | | | |
| Caucasian | | | | | |
| Black | | | | | |
| Hispanic | | | | | |
| Other | | | | | |

| | 1980 | 1990 |
|---|---|---|
| 1. Total Student Population | | |
| 2. Number of Schools | | |
| a. Elementary schools | | |
| b. High schools | | |
| (1) junior | | |
| (2) senior | | |
| c. Colleges and Universities | | |
| d. Adult Education programs | | |
| e. Other (Vocational, Trade, Etc.) | | |

**E. Religion**

1. Congregations: _____
2. Number of Places of Worship: Protestant _____ Catholic _____
   Jewish _____ Muslim _____
   Other _____
3. Ministerial Associations (Identify by Name):

**F. Government**

1. General descriptive information

   a. Government form (example: City Manager appointed by an elected Mayor and Council people strong Mayor form)

2. Law Enforcement Agency

Rank Structure of Sworn Personnel:

| | | Education | | | Average | | |
|---|---|---|---|---|---|---|---|
| | Number | Associate Degrees | Bachelor Degrees | Graduate Degrees | Age | Years in Grade | Years in Service |
| Patrol Officer Deputy Sheriff | | | | | | | |
| Detective | | | | | | | |
| Sergeant (First Line Supervisors) | | | | | | | |
| Lieutenant | | | | | | | |
| Captain | | | | | | | |
| Inspector/ Commander | | | | | | | |
| Deputy Chief/ Undersheriff | | | | | | | |

Non-sworn Personnel:

| Male | Female | Caucasian | Black | Hispanic | Other |
|---|---|---|---|---|---|
| | | | | | |

3. Government Revenues
Fiscal Year:

| | Present Year | 1990 | 1980 |
|---|---|---|---|
| a. Total Government Budget | | | |
| 1) Police Department Budget | | | |
| Salaries | | | |
| Equipment/vehicles | | | |
| 2) Manpower Distribution: | | | |
| Patrol | | | |
| Criminal Investigation | | | |
| Administration | | | |
| Other | | | |

b. Tax Base Information
1) Tax Sources:

| | Industrial Property | Commercial Property | Residential Property | Personal Property Tax |
|---|---|---|---|---|
| 1980 | | | | |
| 1990 | | | | |
| Present | | | | |

c. Federal Revenue (present) _____

d. State Revenue (present) _____

## II. ENVIRONMENT OF CRIME

A. Social Conditions frequently associated with community problems including crime and delinquency. (Community Weaknesses)

1. Mobility of Population
   a. Number of people living in different house since 1980 _____
   b. . . . . different county since 1980 _____
   c. . . . . different state since 1980 _____

2. Poverty Median Income

| | Caucasian | Black | Hispanic | Other |
|---|---|---|---|---|
| 1980 | | | | |
| 1990 | | | | |

a. Unemployment rates

1) Number and percent unemployed

| | Number | Percentage |
|---|---|---|
| Caucasian | | |
| Black | | |
| Hispanic | | |
| Other | | |

2) Number and percent of families receiving public assistance

| Number | Percentage |
|---|---|
| | |
| | |
| | |
| | |

b. Substandard housing

1) Number and percent of households lacking some or all plumbing facilities

| | Number | Percentage |
|---|---|---|
| Caucasian | | |
| Black | | |
| Hispanic | | |
| Other | | |

c. Blight and decay

1) Density of population: Persons per square mile _____

2) Overcrowding: Persons per residence _____

3. Low Education Levels

a. Median school years completed

Total: _____

Caucasian _____

Black _____

Hispanic _____

b. Males 16 to 21 years not attending school

Total: _____

Caucasian _____

Black _____

Hispanic _____

c. Truancy - High School students with unexcused absences in a school year (or comparable measure).

Total: _____

Caucasian _____

Black _____

Hispanic _____

Other _____

4. Broken Homes

   a. Marriage and divorce rate for county for three time periods (Use number per 1,000 persons.)

| | 1980 | 1990 | Present Year |
|---|---|---|---|
| Marriages | _____ | _____ | _____ |
| Divorces | _____ | _____ | _____ |

(Information is available from Bureau of Vital Statistics publications on marriage and divorce. Statistics broken down by county.)

   b. Single Male Headed Households

| | 1980 | 1990 |
|---|---|---|
| Total: | _____ | _____ |
| Caucasian | _____ | _____ |
| Black | _____ | _____ |
| Hispanic | _____ | _____ |
| Other | _____ | _____ |

   c. Single Female Headed Households

| | 1980 | 1990 |
|---|---|---|
| Total: | _____ | _____ |
| Caucasian | _____ | _____ |
| Black | _____ | _____ |
| Hispanic | _____ | _____ |
| Other | _____ | _____ |

5. Citizen Apathy

   a. Persons of voter age and eligibility _____

   b. Persons registered to vote _____

   c. Persons who voted in past chief executive election:

| National | State | City/County |
|---|---|---|
| _____ | _____ | _____ |

(Information must come from local jurisdiction)

6. Recidivism Rate
   a. Repeat Felony Offenders Arrested
      1980 _____
      1990 _____
      Present year _____

7. Victimization (Felonious Crimes)
   a. Victimization Rate for Crimes Reported to Police
      1) Total victims _____
         a) Violent Crimes _____
         b) Property Crimes _____

8. Witnesses Failing to Appear in Court
   1980 _____
   1990 _____
   Present Year _____

## III. COMMUNITY RESOURCES AVAILABLE TO COMBAT NEGATIVE SOCIAL CONDITIONS

(Community Strengths)

### A. Mass Media

1. Identity of network television stations
2. Identity of independent/educational television stations
3. Identity of radio stations
4. Identity of newspapers
   a. Frequency of circulation
   b. Number of readers

### B. Community Organizations - General
(Number and Kind)

1. Professional
2. Unemployment compensation
3. Workers compensation
4. Youth services
5. Community chests
6. Private charitable organizations
7. Day care centers
8. Other

### C. Agencies to Assist the Poor and Unemployed

1. Welfare and social services
2. Unemployment compensation
3. Workers compensation
4. Youth services
5. Community chests
6. Private charitable organizations
7. Day care centers
8. Other

### D. Education Services

1. School counseling services
2. Parent-teacher associations
3. Child guidance clinics
4. Volunteer organizations
5. Attendance officers
6. Adult education programs
7. Other

### E. Recreational Services

1. Department of Parks and Recreation
2. School programs
3. Neighborhood programs
4. YMCA, YWCA, etc.
5. Community athletic programs
6. Civic club competitions
7. Business sponsored competitions
8. Summer camps
9. Police Athletic League

### F. Family Assistance Agencies

1. Family courts
2. Counseling clinics
3. Social services
4. Churches
5. Big Brother/Sister agencies
6. Police crisis intervention programs
7. Hot lines
8. Marriage and family courses in schools
9. Other

## IV. GENERAL CRIMINAL INFORMATION

A. High Fear Crimes

| | Offenses | | Offenses Cleared | |
|---|---|---|---|---|
| | 1990 | Present Year | 1990 | Present Year |
| 1. Murder | | | | |
| 2. Forcible rape | | | | |
| 3. Aggravated assault | | | | |
| 4. Robbery | | | | |
| 5. Burglary | | | | |

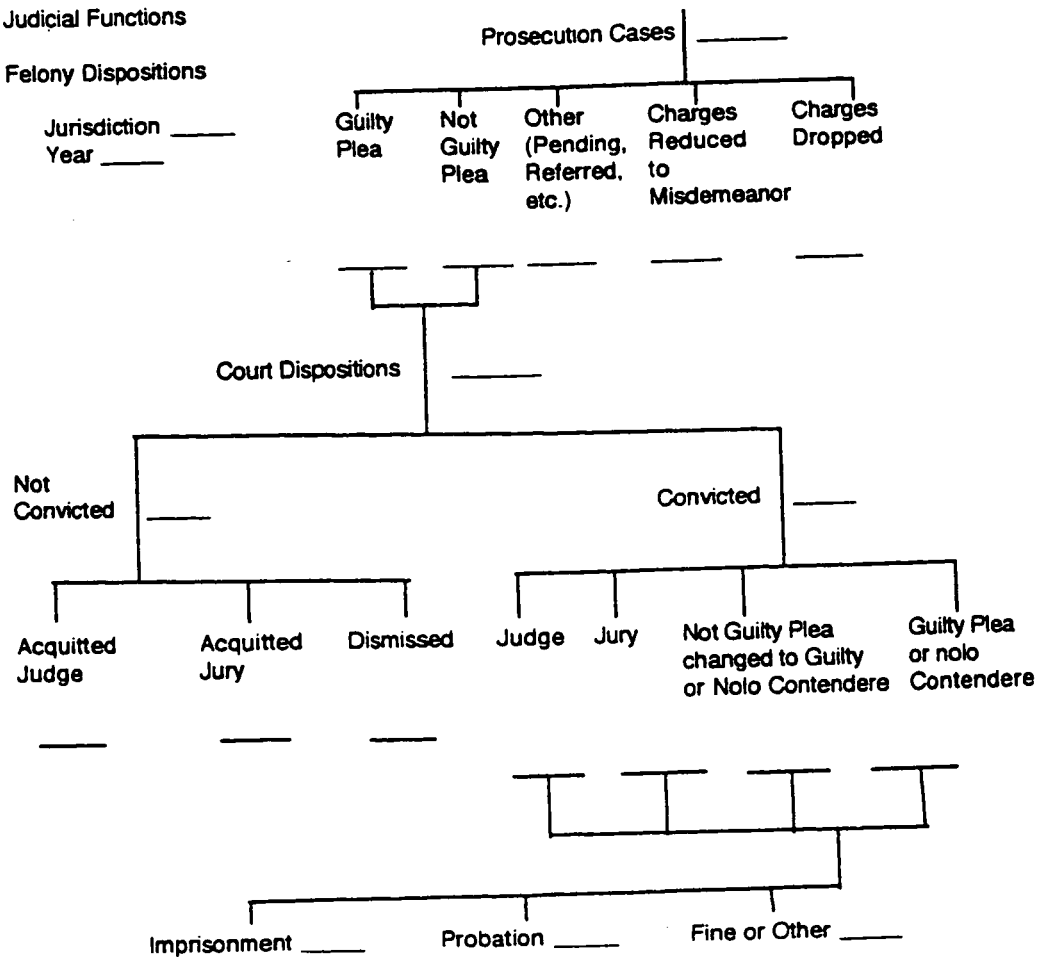
B. High Frequency Cases and Arrests

| | Incidents Handled | | Offenses | | Offenses Cleared | |
|---|---|---|---|---|---|---|
| | 1990 | Present Year | 1990 | Present Year | 1990 | Present Year |
| 1. Drunkenness | | | | | | |
| 2. Theft/larceny | | | | | | |
| a. Felony | | | | | | |
| b. Misdemeanor | | | | | | |
| 3. Disorderly Conduct (disturbing the peace) | | | | | | |
| 4. Narcotic/drug laws | | | | | | |
| 5. Drunk driving | | | | | | |
| 6. Liquor laws | | | | | | |
| 7. Auto theft | | | | | | |
| 8. Runaway (juvenile) | | | | | | |
| 9. Simple assault | | | | | | |
| 10. Reckless driving | | | | | | |
| 11. Malicious destruction vandalism | | | | | | |
| 12. Missing persons | | | | | | |
| 13. Disturbance calls | | | | | | |
| 14. Drive by shootings | | | | | | |

C. Judicial Functions

Felony Dispositions

Jurisdiction _____
Year _____




D. Corrections

| | January 1980 | January 1990 | January Present Year |
|---|---|---|---|
| 1. Number of people in jail | | | |
| Local facility | _____ | _____ | _____ |
| State prison(s) | _____ | _____ | _____ |
| 2. Rated capacity of jail | | | |
| Local facility | _____ | _____ | _____ |
| State prison(s) | _____ | _____ | _____ |

**E. Allocation of Correction Budget**

| | January 1980 | January 1990 | January Present year |
|---|---|---|---|
| State: | | | |
| 1. Total correction budget | _____ | _____ | _____ |
| 2. Amount spent for maintenance | _____ | _____ | _____ |
| 3. Amount spent for new construction | _____ | _____ | _____ |
| 4. Amount spent for personnel | _____ | _____ | _____ |
| 5. Other | _____ | _____ | _____ |
| Local: | | | |
| 1. Total correction budget | _____ | _____ | _____ |
| 2. Amount spent for maintenance | _____ | _____ | _____ |
| 3. Amount spent for new construction | _____ | _____ | _____ |
| 4. Amount spent for personnel | _____ | _____ | _____ |
| 5. Other | _____ | _____ | _____ |

## V. SOURCES OF INFORMATION

### A. Government Agency Publications

1. U.S. Census Bureau Publications
   a. Number of Inhabitants (1980 and 1990 Census)
   b. Population Characteristics (1980 and 1990 Census)
   c. General Social and Economic Characteristics (1980 and 1990 Census)
2. Vital Statistics of the United States, Volume III - Marriage and Divorce
3. Crime in the United States, Uniform Crime Reports, FBI
4. Criminal Victimization in the United States
   A National Crime Survey Report, National Criminal Justice Information and Statistics Services

# CHAPTER XII
## TRAINING AND EDUCATION RESOURCES

| Name, Address and Telephone Number | Description |
|---|---|
| Accreditation for Law Enforcement Agencies Inc.<br>10306 Eaton Place, Suite 320<br>Fairfax, Virginia 22030<br>800-368-3757<br>FAX 703-591-2206<br>703-352-4225 | Administration of a voluntary accreditation program. |
| American Society of Law Enforcement Trainers<br>102 Dock Road, P. O. Box 361<br>Lewes, Delaware 19958<br>302-645-4080<br>FAX 302-645-4084 | Seeks to organize law enforcement trainers, fosters innovative and progressive training methods. Provides training and publications. |
| Independent Community Consultants, Planning and Training Office<br>P. O. Box 141<br>Hampton, Arkansas 71744<br>501-798-5410 | Nonprofit; provides planning, research, evaluation, conflict resolution assistance and information to other nonprofit organizations. |
| Institute for Mediation and Conflict Resolution<br>505 8th Avenue, 2nd Floor<br>New York, New York 10018<br>212-643-2900<br>FAX 212-643-0405 | Focuses on community disputes, offers assistance, training and system design. |
| Institute for Social Justice<br>1024 Elysian Fields Avenue<br>New Orleans, Louisiana 70117<br>504-943-5954 | Seminars and workshops for criminal justice professionals on basic community organizing skills. |
| International Police Mountain Bike Association<br>League of American Bicyclists<br>190 West Ostend Street, Suite 120<br>Baltimore, Maryland 21230-3755 | Offers training, information exchange and other services to bicycle patrol officers. |

| | |
|---|---|
| International Society of Crime Prevention Practitioners<br>1696 Connor Drive<br>Pittsburgh, Pennsylvania 15129-9035<br>412-655-1600 | Promotes exchange of ideas, information and publications. |
| Law Enforcement Training Network<br>1303 Marsh Lane<br>Carrollton, Texas 75006<br>1-800-535-LETN (5386)<br>FAX 214-716-5302 | Provides video and satellite training to police departments and other criminal justice agencies. |
| Midwest Academy<br>255 West Ohio, Suite 250<br>Chicago, Illinois 60610<br>312-645-6010 | Provides assistance to leaders working for progressive social change through workshops, consulting, leadership development, fundraising and budgeting. |
| National Association for Community Leadership<br>200 South Meridian Street, Suite 340<br>Indianapolis, Indiana 46225<br>317-637-7408<br>FAX 317-637-7413 | Provides exchange of ideas and information regarding community leadership; offers publications and volunteer experts. |
| National Council on Crime and Delinquency<br>685 Market Street, #620<br>San Francisco, California 94105<br>415-896-6223<br>FAX 415-896-5109 | Correction specialists, organizations and individuals interested in community-based corrections programs, juvenile and family courts, and juvenile offenders; technical assistance and training. |
| National Criminal Justice Association<br>444 North Capitol Street Northwest<br>Suite 618<br>Washington DC, 20001<br>202-347-4900<br>FAX 202-508-3859 | Promotes innovation and change in the criminal justice system by coordinating law enforcement, courts, corrections and juvenile justice agencies. Technical assistance and training programs, publications. |
| National Institute for Dispute Resolution<br>1901 L Street Northwest, Suite 600<br>Washington, DC 20036<br>202-466-4764<br>FAX 202-466-4769 | Promotes arbitration and mediation, research, testing and exchange of information. Funds efforts at mediation or arbitration, assistance in courts, technical assistance and publications. |
| National Institute of Victimology<br>2333 North Vernon Street<br>Arlington, Virginia 22207<br>703-528-3387 | Provides information and assistance to individuals, programs, organizations and criminal justice agencies through consulting services and publications. |

National Organization for Victim Assistance (NOVA)
1757 Park Road Northwest
Washington DC 20010-2101
202-232-6682
FAX 202-462-2255

National nonprofit agency providing direct services to victims of violent crime. Provides the National Crisis Response Team available for disasters; training and technical services available.

National Training and Information Center
810 North Milwaukee Avenue
Chicago, Illinois 60622
312-243-3035
FAX 312-243-7044

Resource center for neighborhood revitalization, offers "how to" courses, on site consultation and technical assistance to groups.

Organize Training Center
442-A Vicksburg
San Francisco, California 94114
415-821-6180
FAX 415-821-1631

Helps develop democratic, self-funding community organizations.

Partnership for Democracy
2335 18th Street Northwest
Washington, DC 20009
202-483-0030

Supports community action by strengthening community groups through assistance in goal formulation, strategies, tactics and training.

Police Executive Research Forum (PERF)
2300 M Street Northwest, Suite 910
Washington, DC 20037
202-466-7820
FAX 202-466-7826

Focuses on inter-agency cooperation in law enforcement, public understanding, research, and exchange of information.

Police Foundation
1001 22nd Street Northwest, Suite 200
Washington, DC 20037
202-833-1460
FAX 202-659-9149

Operates the Center for the Study of Police and Civil Disorder, seeks to improve police effectiveness. Sponsors forums, assistance, information dissemination and publications.

## UNIVERSITIES AND UNIVERSITY AFFILIATED RESEARCH CENTERS

Arizona State University
School of Justice Studies
Box 870403
Tempe, Arizona 85287-0403
602-965-7684

Center for Research in Law
and Justice (M/C 222)
University of Illinois at Chicago
400 South Peoria Street, #2100
Chicago, Illinois 60680
312-996-4632
FAX 312-996-5755

Florida State University
School of Criminology
Tallahassee, Florida 32306-2025
904-644-4050

Hindelang Center
University at Albany State University of New York School of Criminal Justice
135 Western Avenue
Albany, New York 12222
518-442-5210

Indiana University of Pennsylvania
Department of Criminology
210 Walsh Hall
Indiana, Pennsylvania 15705-1075
412-357-2720

Institute of Police Technology & Management
University of North Florida
4567 St. Johns Bluff Road South
Jacksonville, Florida 32224-2645
904-646-2722
FAX 904-646-2453

John Jay College of Criminal Justice
444 West 56th Street
New York, New York 10019
212-237-8695

Michigan State University
School of Criminal Justice
560 Baker Hall
East Lansing, Michigan 48824
517-355-2192

National Center for Community Policing
School of Criminal Justice
Michigan State University
560 Baker Hall
East Lansing, Michigan
48824-1118
517-355-2322

Northwestern University Traffic Institute
405 Church Street
Evanston, Illinois 60204
708-491-5230
FAX 708-491-5270

Office of International Criminal Justice
University of Illinois at Chicago
1033 West Van Buren Street
Chicago, Illinois 60607-2919
312-996-0159
FAX 312-413-0458

Pennsylvania State University
Administration of Justice Department
918 Oswald Tower
University Park, Pennsylvania 16802
814-863-0078

Police Law Institute
University of Iowa Technology Innovation Center, Room 225
P. O. Box 161
Oakdale, Iowa 52319
319-335-4665

Portland State University
Administration of Justice Department
P. O. Box 751
Portland, Oregon 97207
503-229-4014

Rutgers University
School of Criminal Justice
15 Washington Street
Newark, New Jersey 07102
201-648-5870

Sam Houston State University
College of Criminal Justice
Huntsville, Texas 77341
409-294-1631

Sellin Center for Studies in Criminology and Criminal Justice
3733 Spruce Street, Room 437
Philadelphia, PA 19104
215-898-7411

Temple University
Department of Criminal Justice
Gladfelter Hall
5th Floor (025-02)
Philadelphia, Pennsylvania 19112
215-204-1375

University at Albany
State University of New York
School of Criminal Justice
135 Western Avenue
Albany, New York 12222
518-442-5210

University of Cincinnati
Department of Criminal Justice
Cincinnati, Ohio 45221
513-556-5827

University of Colorado
Ketchum Building, Room 219
Campus Box 327
Boulder, Colorado 80309
303-492-6410

University of Delaware
Criminal Justice Program
Newark, Delaware 19716
302-831-1236

University of Maryland
Institute of Criminal Justice and Criminology
2200 LeFrak Hall
College Park, Maryland
20742-8235
301-405-4703

University of Missouri-St. Louis
Department of Criminology and Criminal Justice
8001 Natural Bridge Road
St. Louis, Missouri 63121
314-553-5031

Washington State University
Program in Criminal Justice
Political Science Department
Pullman, Washington 99164
509-335-2544

Western Michigan University
Department of Sociology and Criminology
Kalamazoo, Michigan 49008
616-383-1736

## TRAINING IN ILLINOIS

Belleville Area College Police Academy
2500 Carlyle Road
Belleville, Illinois 62221
618-235-2700

Central Illinois Police Training Unit
Illinois Central College
East Peoria, Illinois 61635
309-694-5494
FAX 309-694-5735

College of Lake County/Criminal Justice Department
19351 West Washington
Grayslake, Illinois 60030
708-223-6601
FAX 708-223-9371

Cook County Department of Corrections Academy
2600 South California
Chicago, Illinois 60608
312-890-3478

Cook County Sheriff/Police Academy
1401 South Maybrook Drive
Maywood, Illinois 60153
708-865-4701

East Central Illinois Mobile Law Enforcement Training Team
7th & Jackson Avenue
Charleston, Illinois 61920
217-345-3344

Firearms/Self Defense Consultants
P. O. Box 873
East Moline, Illinois 61244
309-755-0551
FAX 309-755-5770

Illinois Department of Corrections Academy
1301 Concordia Court
Springfield, Illinois 62794
217-522-2666 X6604

Illinois Local Government Law Enforcement Officer Training Board
600 South Second Street #300
Springfield, Illinois 62704
217-782-4540
FAX 217-524-5350

Illinois State Police Academy
3700 East Lakeshore Drive
Springfield, Illinois 62707
217-786-6902
FAX 217-786-7208

Kankakee Community College
P. O. Box 888
Kankakee, Illinois 60901
815-933-0310

Lincolnland Police Training Center
Shepherd Road Community College
Springfield, Illinois 62794
217-786-2420

Northeast Multi-Regional Training
1 Smoke Tree Plaza, Suite 1111
North Aurora, Illinois 60542
708-896-8860
FAX 708-896-4422

Northern Illinois Training Advisory Board
Public Safety Building
420 West State Street
Rockford, Illinois 61101
815-987-5984
FAX 815-987-5930

Northwest Illinois Criminal Justice Commission - Mobile Team 1
221 South Peoria Street
Dixon, Illinois 61021
815-288-6695
FAX 815-288-6787

Northwest Police Academy
1100 West Schaumburg Road
Schaumburg, Illinois 60194
708-882-3534

Police Training Institute
1004 South Fourth
Champaign, Illinois 61820
217-333-2337

Police Training Center, Blackhawk College
3010-4th Avenue
East Moline, Illinois 61244
309-755-3428

Southwestern Illinois Mobile Team
In-Service Training Unit
700 North 5th Street, 2nd Floor
Belleville, Illinois 62221
618-277-1550
FAX 618-277-1553

Timothy J. O'Connor Training Center
Chicago Police Department
1300 West Jackson Boulevard
Chicago, Illinois 60607
312-746-8310

Tri-River Police Training Association
214 North Ottawa, Room 419
Joliet, Illinois 60431
815-723-1200
FAX 815-723-1244

## FIREARMS TRAINING

Action Target, Inc.
P. O. Box 636
Provo, Utah 84603
801-377-8033

Advanced Training Systems, Inc.
4524 Highway 61
St. Paul, Minnesota 55110
612-429-8091

Armstec Target Systems, Inc.
HCR 73, Box 367
Walker, Minnesota 56484-9602
218-547-3737

Audio Intelligence Devices
1400 Northwest 62nd Street
Ft. Lauderdale, Florida 33309
605-776-5000

Beretta USA Corporation
17601 Beretta Drive
Accokeek, Maryland 20607
301-283-2191

Caswell International Corporation
1221 Marshall Street Northwest
Minneapolis, Minnesota 55413
612-379-2000

The Combat Simulator
RR 1, Box 173B
Macomb, Oklahoma 74852
405-598-2427

CombatTech, Inc.
5533 North Broadway
Chicago, Illinois 60640
312-271-7600

Davis Engineering, Ltd.
1260 Old Innes Drive, Suite 605
Ottawa, Ontario, Canada K1B 3B3
613-748-5500

Firearms Training Systems
110 Technology Parkway
Norcross, Georgia 30092-2908
404-448-7318

Institute of Security SVC
1205 Banner Hill Road
Erwin, Tennessee 37650-9718
615-743-1720

Law Enforcement Training Systems
4861 Bellmeadow Road
Mentor, Ohio 44060
216-257-8034

Schwartz Electro-Optics
3404 North Orange Blossom Trail
Orlando, Florida 32804
407-298-1802

Simulation Technologies, Division of SNC Industrial Technologies, Inc.
366 Bruyere Street
Ottawa, Ontario, Canada K1N 5E7
613-232-2927

Sigarms
Corporate Park
Industrial Drive
Exeter, New Hampshire 03833
603-772-2302

Smith & Wesson
2100 Roosevelt Avenue
Springfield, Massachusetts 01102-2208
413-781-8300

Speedwell Division of Rockwood Corporation
136 Lincoln Boulevard
Middlesex, New Jersey 08846
908-560-7171

TEEX-Law Enforcement
Texas A&M University System
College Station, Texas
77843-8000
409-845-6391

## MISCELLANEOUS RESOURCES

### Video and Computer Training

American Technical Resources
1223 North Providence Road
Media, Pennsylvania 19063
215-565-6434

COMSELL
1 Buckhead Plaza
3060 Peachtree Road Northwest
Atlanta, Georgia 30305
404-262-0600

Defensive Research
P. O. Box 1014
Sterling, Massachusetts 01564
508-368-7801

FleetMedia, Inc.
P. O. Box 356
South Bend, Indiana 46624
800-356-3342

Jarvis International Intelligence
11720 East 21st Street
Oklahoma, Oklahoma 74129
918-437-1100

Law Enforcement Television Network
1301 Marsh Lane
Carrollton, Texas 75005
800-535-5356

Multimedia Interactive Training Services, Inc.
27519 Schoolcraft
Livonia, Michigan 48150
313-425-9100

National Institute of Law Enforcement Ethics
135 East Bahama Road
Winter Springs, Florida 32708
407-699-4012

**Driving Simulators and Training**

AGC Simulation Products
675 Sycamore Drive
Milpitas, California 95035
408-434-3737

**Protective Gear**

Macho Products, Inc.
2550 Kirby Avenue Northeast
Palm Bay, Florida 32905
800-327-6812

# CHAPTER XIII
## PROFESSIONAL ASSOCIATIONS AND INFORMATION AGENCIES

Afro-American Police League
P. O. Box 49122
Chicago, Illinois 60649
312-568-732

American Bar Association
750 North Lake Shore Drive
Chicago, Illinois 60611
312-988-5000

American Correctional Association
8025 Laurel Lakes Court
Laurel Lakes, Maryland
20707-5075
800-825-2665
301-206-5100

American Federation of Police
3801 Biscayne Boulevard
Miami, Florida 33137
305-573-0070
FAX 305-573-9819

American Police Academy
1000 Connecticut Avenue Northwest
Suite 9
Washington, DC 20036
202-293-9088
FAX 305-573-9819

American Probation and Parole Association
The Council of State Governments
Iron Works Pike
Box 11910
Lexington, Kentucky 40578
502-244-8203

American Society of Criminology
1314 Kinnear Road, Suite 212
Columbus, Ohio 43212
614-292-9207

American Society for Industrial Security
1655 North Fort Meyer Drive
Suite 1200
Arlington, Virginia 22209
703-522-5800

Association for Police Planners and Research Officers International
910 Sleater Kinney South East
Suite 187
Lacy, Washington 98503
206-754-4160

Association of Professional Police Investigators
4800 Sugar Grove Boulevard
Suite 385
Stafford, Texas 77477
713-240-2907
FAX 713-240-2905
800-535-2774

Blacks in Law Enforcement
256 East McLemore Avenue
Memphis, Tennessee 38106
901-774-1118
FAX 901-774-1139
800-533-4649

Fraternal Order of Police
2100 Gardiner Lane
Louisville, Kentucky 40205
502-451-2700
FAX 502-459-2000

Illinois State Police Academy DARE Bureau
3700 East Lakeshore Drive
Springfield, Illinois 62707
217-786-7057

Institute for Law and Justice, Incorporated
1018 Duke Street
Alexandria, Virginia 22314
703-684-5300

International Association of Auto Theft Investigators
2nd Avenue West, P. O. Box 307
Horseshoe Beach, Florida
32648-0307
904-498-3446
FAX 904-498-0021

International Association of Campus Law Enforcement Administrators
638 Prospect Avenue
Hartford, Connecticut 06105
203-233-4531

International Association of Chiefs of Police
515 North Washington Street
Alexandria, Virginia 22314
703-836-6767
FAX 703-836-4543

International Association of Law Enforcement Firearms Instructors
390 Union Avenue
Union Square
Laconia, New Hampshire 03246
603-524-8787
FAX 603-524-8856

International Society of Crime Prevention Practitioners
1696 Connor Drive
Pittsburgh, Pennsylvania
15129-9035
412-655-1600

Jefferson Institute for Justice Studies
2100 L Street Northwest
Suite 200
Washington, DC 20037
212-659-2882

Justice Research and Statistics Association
444 North Capitol Street Northwest
Suite 445
Washington, DC 20001
202-624-8560
FAX 202-624-5269

Law Enforcement Alliance of America
7700 Leesburg Pike, Suite 421
Falls Church, Virginia
22043-2618
703-847-2677
FAX 703-556-6485

Law Enforcement Video Association
5942 Edinger #113
Huntington Beach, California 92649
714-892-7251
FAX 714-892-7251

National Association of Police Organizations
750 1st Street Northwest
Suite 935
Washington, DC 20002-4241
202-842-4420
FAX 202-842-4396

National Auto Theft Bureau
10330 South Roberts Road 3A
Palos Hills, Illinois 60465
708-430-2430
FAX 708-430-2446

National Black Police Association
3251 Mount Pleasant Street Northwest
Washington, DC 20010-2103
202-986-2070
FAX 202-986-0410

National Criminal Justice Association
444 North Capitol Street Northwest
Suite 642
Washington, DC 20001
202-347-4900
FAX 202-508-3859

National Fugitive Bureau
222 Asbury Commons Drive
Suite D
Dunwoody, Georgia 30038
404-986-0134
FAX 404-986-0135

National Institute of Mental Health
Antisocial and Violent Behavior Branch
5600 Fishers Lane
Room 18-105 Parklawn Building
Rockville, Maryland 20857
301-443-3728

National Law Enforcement Bicycle Association
P. O. Box 70966
Sunnyvale, California
94086-0966
408-245-0237

National Organization of Black Law Enforcement Executives (NOBLE)
4609 Pinecrest Office Park Drive
2nd Floor
Alexandria, Virginia 22312
703-658-1529
FAX 703-658-9479

National Police Officers Association of America
P. O. Box 22129
Louisville, Kentucky 40252-0129
800-467-6762
FAX 502-452-9512

National Sheriffs' Association
1450 Duke Street
Alexandria, Virginia 22314-3490
703-683-6541
FAX 703-683-6541
800-424-7827

National United Law Enforcement Officers Association
256 East McLemore Avenue
Memphis, Tennessee 38106
901-774-1118
FAX 901-774-1139
800-533-4649

Neighborhood Youth and Parent Prevention Partnership
735 East Michigan Avenue
Lansing, Michigan 48912
517-485-6884

Neighborhood Resource Team
Metro-Dade Police Department
27325 South Dixie Highway
Miami, Florida 33032
305-245-5330
FAX 305-245-8970

PACE Support Group
302 City Hall Building
Norfolk, Virgina 23501
804-441-5272
FAX 804-626-0952

Portland Police Bureau
Community Policing Support Division
1111 Southwest 2nd Avenue
Room 1552
Portland, Oregon 97204
503-823-0283

Vera Institute of Justice
377 Broadway, 11th Floor
New York, New York 10013
212-344-1300
FAX 212-941-9407

# CHAPTER XIV
## STATE AND FEDERAL GOVERNMENT RESOURCES

**State of Illinois Offices**
General information 312-793-3500

**Department of Conservation**
524 South Second Street
Lincoln Tower Plaza
Springfield, Illinois 62701
217-782-6431
FAX 217-785-8405

**Department of Corrections**
1301 Concordia Court
Springfield, Illinois
62794-9277
217-522-2666
FAX 217-522-5089

100 West Randolph Street, STE 4-200
Chicago, Illinois 60601
312-814-3017

Adult Division
P. O. Box 19277
Springfield, Illinois
62794-9277
217-522-2666
FAX 217-522-5089

Apprehension Unit
100 West Randolph 10-300
Chicago, Illinois 60601
312-793-2698
FAX 312-814-1760

Apprehension Unit
P. O. Box 19277
Springfield, Illinois
62791-9277
217-522-2666
FAX 217-522-5089

Bureau of Support Services
P. O. Box 19277
Springfield, Illinois
62794-9277
217-522-2666 x6001

Canine Unit
P. O. Box 19277
Springfield, Illinois
62791-9277
217-522-2666

Community Services Division
1301 Concordia Court
Springfield, Illinois
62794-9277
217-522-2666

Juvenile Division
P. O. Box 19277
Springfield, Illinois
62791-9277
217-793-2698 x3002

**Deparment of Corrections, Youth Centers**
Harrisburg
P. O. Box 300
Harrisburg, Illinois 62946
618-252-8681

Joliet
2848 West McDonough
Joliet, Illinois 60436
815-725-1206

Pere Marquette
2200 West Main Street
Grafton, Illinois 62037
618-786-2371

St. Charles
Box 122
St. Charles, Illinois 60174
708-584-0506

Valley View
P. O. Box 376
St. Charles, Illinois 60174
708-695-6080

Warrenville
P. O. Box 828
Warrenville, Illinois 60555
708-983-6231

**Illinois Association of Chiefs of Police**
421 South Grand Avenue West Suite 1CW
Springfield, Illinois 62704
217-523-3765
FAX 217-523-8352

**Illinois Criminal Justice Information Authority**
120 South Riverside Plaza #1016
Chicago, Illinois 60606-3997
312-793-8550
FAX 217-524-5350

**Illinois Sherrif's Association**
380 West Andrew Road
Sherman, Illinois 62684-0263
217-496-2371

**Illinois State Police**
103 Armory Building
Springfield, Illinois 62794
217-782-7263

**Illinois Supreme Court**
Supreme Court Building
Springfield, Illinois 62701
217-782-2035

**Municipal League**
P. O. Box 3387
Springfield, Illinois 62708
217-525-1220
FAX 217-525-7438

**Office of the Illinois Attorney General**
500 South Second Street
Springfield, Illinois 62706
217-782-1090
FAX 217-782-7046

**Office of the Governor**
Capitol Building, #207
Springfield, Illinois 62706
217-782-6830
FAX 217-782-3560
Governor's Information Agency
312-814-2754

**Office of the State Fire Marshal**
100 West Randolph Street
11th Floor
Chicago, Illinois 60601
312-814-2693

**Secretary of State**
Capitol Building #213
Springfield, Illinois 62706
217-782-2207

**Vehicle Services Department**
312 Centennial Building
Springfield, Illinois 62756
217-785-3000
FAX 217-785-4727

## United States Federal Government Agencies

**Bureau of Alcohol, Tobacco and Firearms**
230 South Dearborn Street
15th Floor
Chicago, Illinois 60601
312-353-3778

One South 450 Summit Avenue
S-250
Oakbrook Terrace, Illinois 60181
708-268-0986

400 West Monroe Street
Suite 306
Springfield, Illinois 62704
217-492-4273

333 South Salem Place
Suite 205
Fairview Heights, Illinois 62208
618-632-9380

**Bureau of Justice Assistance**
**National Criminal Justice Reference Service**
P. O. Box 600
Rockville, Maryland 20850
800-851-3420
FAX 301-251-5212

**Bureau of Justice Statistics**
633 Indiana Avenue N.W.
Washington, D.C. 20531
202-307-6100
800-732-3277

**Central Intelligence Agency**
230 South Dearborn
Chicago, Illinois 60604
312-408-0910

**Environmental Protection Agency**
Northern Division
77 West Jackson Blvd
13th Floor
Chicago, Illinois 60604
312-353-2507
FAX 312-353-4225

**Federal Bureau of Investigation**
219 South Dearborn Street
Suite 905
Chicago, Illinois 60604
312-431-1333

400 West Monroe Street, 4th Floor
Springfield, Illinois 62704
217-522-9675
FAX 217-492-4680

**Federal Bureau of Prisons**
320 First Street Northwest
Washington, DC 20534
202-307-3250
FAX 202-514-6878

**Financial Crimes Enforcement Network**
2070 Chain Bridge Road
Vienna, Virginia 22182
703-905-3591
FAX 703-905-3690

**Immigration and Naturalization Service**
10 West Jackson
Chicago, Illinois 60604
312-353-7302

**Internal Revenue Service**
**Criminal Investigation Division**
230 South Dearborn
Chicago, Illinois 60604
312-886-4500
FAX 312-886-1942

**Internal Revenue Service**
**Criminal Investigation Division**
320 West Washington Street
Springfield, Illinois
62795-9202
217-527-6101
FAX 217-527-6112

**Juvenile Justice Clearinghouse**
Box 6000
Rockville, Maryland 20850
800-638-8736

**National Institute of Justice**
633 Indiana Avenue Northwest
Washington, DC 50531
202-307-2942

**National Victims Research Center**
800-627-6872

**Technical Assessment Program Information Center**
301-251-5060

**U. S. Attorney's Office**
Central
P. O. Box 375
Springfield, Illinois 62705
217-492-4450
FAX 217-492-4512

Central
14 Towne Centre
2 East Main Street
Danville, Illinois 61832
217-446-8546
FAX 217-398-5540

Central
211 19th Street, Room 14
Rock Island, Illinois 61201
309-793-5798
FAX 309-793-5798

**U. S. Attorney's Office Cont.**
Central
100 Northeast Monroe Street
Peoria, Illinois 61602
309-671-7050
FAX 309-671-7259

North
219 South Dearborn Street
Chicago, Illinois 60604
312-353-5300
FAX 312-353-2067

North
211 South Court Street
Rockford, Illinois 61101
815-987-4277
FAX 815-987-4236

South
301 West Main Street
Benton, Illinois 62812
618-439-3808
FAX 618-439-2401

South
9 Executive Drive
Fairview Heights, Illinois 62208
618-628-3720
FAX 618-628-3720

**U. S. Customs Service**
610 South Canal Street
Chicago, Illinois 60607
312-353-8450
FAX 312-353-1779

**U. S. Department of Health**
P. O. Box 2197
Chicago, Illinois 60690
312-353-2740
FAX 312-353-0147

**U. S. Department of State**
230 South Dearborn Avenue
Suite 3200
Chicago, Illinois 60604
312-353-6163

**U. S. Drug Enforcement Administration**
219 South Dearborn Street
Chicago, Illinois 60604
312-353-7875
FAX 312-886-8439

**U. S. Marshals Service**
P. O. Box 156
Springfield, Illinois 62705
217-492-4430

219 South Dearborn Street
Chicago, Illinois 60604
312-353-5290

750 Missouri Avenue
East St. Louis, Illinois 62201
618-482-9336
FAX 482-6235

**U. S. Secret Service**
300 Riverside Plaza
Suite 1200 North
Gateway IV Building
Chicago, Illinois 60606
312-353-5431
FAX 312-353-1225

**U. S. Secret Service**
400 West Monroe Street #301
Springfield, Illinois 62704
217-492-4033
FAX 217-492-4680

# CHAPTER XV
# NATIONAL PRIVATE FOUNDATIONS AND PUBLIC AGENCIES

| Name and Address of Organization | Brief Description |
|---|---|
| **Arbitration and Mediation** | |
| American Arbitration Association<br>140 West 51st Street<br>New York, New York 10020<br>212-484-4000<br>FAX 212-765-4874 | Promotes dispute resolution through alternative methods. Maintains a panel of arbitrators and mediators for referrals, publications. |
| American Bar Association Section of Dispute Resolution<br>1800 M Street Northwest, Suite 2005<br>Washington, DC 20036<br>202-331-2258<br>FAX 202-331-2230 | Information clearinghouse, technical services, workshops, library, publications. |
| Center for Dispute Settlement<br>1666 Connecticut Avenue Northwest<br>Suite 501<br>Washington, DC 20009<br>202-265-9572 | Private, nonprofit agency designs, implements and evaluates mediation programs. |
| Conflict Resolution Center International<br>2205 East Carson Street<br>Pittsburgh, Pennsylvania 15203-2107<br>412-481-5559<br>FAX 412-481-5601<br>email at the ConflictNet:<br>crcii@igc.apc.ors | Supports mediators in all types of disputes, seeks to create a network, offers workshops, guidance materials and publications. |
| Institute for Mediation and Conflict Resolution<br>425 West 14th Street, 4th Floor<br>P. O. Box 15<br>New York, New York 10031<br>212-690-5700<br>FAX 212-690-5707 | Focuses on community disputes, offers assistance, training, system design. |

**Bias Crimes**

American Indian Law Center
P. O. Box 4456
Station A
Albuquerque, New Mexico 87196
505-277-5462

Organization works with tribal judges and governments, and the juvenile justice system. Provides technical assistance and legal research.

National Gay/Lesbian Task Force
1517 U Street Northwest
Washington, DC 20009
202-332-6483

Task force that works with congress on gay/lesbian issues.

National Indian Justice Center
The McNear Building
7 4th Street, Suite 46
Petaluma, California 94952
707-762-8113

Training, seminars and court review services.

**Citizen Groups and Community Resources**

AFL-CIO Department of Community Services
815 16th Street Northwest, Room 509
Washington, DC 20006
202-637-5189

Integrates AFL-CIO member interest and participation in human services.

American Crime Fighters
5466 Lake Avenue
Sanford, Florida 32773
407-322-7011

Urges confrontation of attackers and home intruders, teaches self-defense with household objects and discourages the use of guns.

Americans for Effective Law Enforcement Inc.
5519 North Cumberland Avenue #1008
Chicago, Illinois 60656-1498
312-796-2800
FAX 312-763-3225

Nonprofit organization assists law enforcement and courts to strengthen responses to crime and influence legislation. Maintains Law Enforcement Legal Defense Center, publications.

ARISE
718 State Street
Springfield, Massachusetts 01109
413-734-4948
FAX 413-781-3712

Seeks to help people on government assistance through education on social and economic rights; speakers' bureau, publications.

| | |
|---|---|
| Association of Community Organizations for Reform Now (ACORN)<br>1024 Elysian Fields Avenue<br>New Orleans, Louisiana 70117<br>504-943-0044 | Advocates for reform and monitoring of legislative issues related to community. |
| CEGA Services<br>P. O. Box 81826<br>Lincoln, Nebraska 68501<br>402-464-0602<br>FAX 402-494-5931<br>Literacy hotline 800-228-2213<br>Referrals 800-842-2924 | A service that links people, resources and information. Referrals, employment assistance, housing, counseling and publications. |
| CHUMS, INC<br>8339 East Beach Drive Northwest<br>Washington, DC 20012<br>202-882-0857 | Works for the betterment of social, civil, and cultural relationships within communities. |
| Community Action Network<br>211 East 43rd Street, Suite 1203<br>New York, New York 10017<br>212-181-1360 | Clearinghouse on 20 quality of life issues; disseminates information on successful community problem solving efforts. |
| Crime Stoppers International<br>3736 Eubank Northeast, Suite B-4<br>Albuquerque, New Mexico 87111<br>800-245-0009<br>FAX 505-294-6479 | Association of organizations offering rewards for anonymous information leading to the prosecution of crime. Provides training, instructional materials and publicity. |
| DARE-America<br>P. O. Box 2090<br>Los Angeles, California 90051-0090<br>310-574-1170<br>FAX 310-574-1174 | Agency cooperates with schools and law enforcement to educate children on drug use and abuse. |
| Frontiers International<br>6301 Crittenden Street<br>Philadelphia, Pennsylvania 19138<br>215-549-4550 | 1200 members interested in social justice through service to the community. |
| Guardian Angels<br>982 East 89th Street<br>Brooklyn, New York 11236<br>212-420-1324 | Unarmed volunteers offer patrol and crime fighting assistance. |

| | |
|---|---|
| Joint Action In Community Service<br>5225 Wisconsin Avenue Northwest<br>Suite 404<br>Washington, DC 20015 | Network of over 5000 volunteers to work one-on-one with males formerly enrolled in the Job Corps. |
| Mothers Against Drunk Driving (MADD)<br>511 East John Carpenter Freeway, #700<br>Irving, Texas 75062<br>214-744-6233<br>800-GET-MADD<br>FAX 214-869-2206 | Citizens and victims focus on educational programs, law enforcement and court response to drunk driving. Victim outreach program, speakers' bureau, publications, workshops. |
| National Association of Citizens Crime Commissions<br>106 West 11 Street, Suite 1430<br>Kansas City, Missouri 64105<br>819-421-8102 | For crime commissions not affiliated with local, state or federal governments. Information exchange on organized crime and corrupt government. |
| National Association of Neighborhoods<br>1651 Fuller Northwest<br>Washington, DC 20009<br>202-332-7766<br>FAX 202-332-2314 | Promotes better neighborhoods through partnerships between community organizations and business; local referrals through national office. |
| National Association of Town Watch<br>P. O. Box 303<br>7 Wynnewood Road, Suite 215<br>Wynnewood, Pennsylvania 19096<br>610-649-7055<br>FAX 610-649-5456 | Local, state and regional crime watch organizations and individuals in cooperation with law enforcement agencies promote, assist, and encourages participation in community crime watch efforts. Referrals, fund raising assistance, promotional materials, and training guides. |
| National Center for Urban Ethnic Affairs<br>P. O. Box 20<br>Cardinal Station<br>Washington, DC 20064<br>202-319-5129 | Helps urban communities to define important policy issues and create partnerships within communities. Technical assistance, advice and training. |
| National Community Action Foundation<br>2100 M Street Northwest, Suite 604<br>Washington, DC 20037<br>202-775-0223<br>FAX 202-775-0225 | Provide service at local level; Head Start, Meals on Wheels, emergency assistance, job training. |

National Crime Prevention Council
1700 K Street Northwest, 2nd Floor
Washington, DC 20006-3817
202-466-6272
FAX 202-296-1356

Seeks to educate public and assist citizens to prevent crime and improve communities. Helps establish crime prevention programs and provides technical assistance and information.

**Child Abuse, Missing Children and Persons, Runaways**

Adam Walsh Child Resource Center
2914 East Katella Avenue, Suite A
Orange, California 92667-5249
714-558-7812

Works to locate missing and exploited children; promotes safety programs within schools.

American Association for Lost Children
P. O. Box 41154
Houston, Texas 77241
713-466-1852
800-375-5683
FAX 713-937-6196

Investigates missing children on behalf of parents.

American Bar Association
Center on Children and the Law and Criminal Justice Section,
Victim-Witness Project
1800 M Street Northwest, Suite 200-S
Washington, DC 20036
202-331-2250

Research and consulting group that works with judges, lawyers and other criminal justice professionals.

Child Find of America Inc.
P. O. Box 277
New Paltz, New York 12561
914-255-1848
1-800-I-AM-LOST (Hotline)
1-800-A-WAY-OUT (Mediation)

Works with parents to locate missing children under the age of 18 including runaways and parental abductions.

Children of the Night
14530 Sylvan Street
Van Nuys, California 91411
818-908-4474
800-551-1300
FAX 818-908-1468

Local, accepts requests for information on runaways nationally.

International Sounder Reunion Registry
P. O. Box 2312
Carson City, Nevada 89702
702-882-7755

Searches for missing relatives, adoptive or natural parents, kidnap victims, POWs, MIAs, and abandoned children.

| | |
|---|---|
| Kempe National Center for the Prevention and Treatment of Child Abuse and Neglect<br>1205 Oneida Street<br>Denver, Colorado 80220<br>303-321-3963 | National information and referral service. |
| National Center for Missing and Exploited Children<br>2101 Wilson Boulevard, Suite 550<br>Arlington, Virginia 22201<br>800-843-5678 | Agency funded by the Department of Justice to assist local law enforcement agencies in locating missing or exploited children; offers information, referrals and publications to the public. |
| National Child Safety Council<br>P. O. Box 1368<br>Jackson, Michigan 49204<br>517-764-6070 | Offers child safety education programs through law enforcement agencies and schools. |
| National Committee to Prevent Child Abuse<br>332 South Michigan Avenue, Suite 1600<br>Chicago, Illinois 60604<br>312-663-3520 | An information and public awareness agency offering research and training through an annual conference. |
| National Network of Runaway and Youth Services<br>1319 F Street Northwest, Suite 401<br>Washington, DC 20004<br>202-783-7949<br>FAX 202-783-7955 | Coalition of community-based, human services agencies; promotes development of local services, information clearinghouse. |
| National Resource Center on Child Sexual Abuse Information Service<br>11141 Georgia Avenue, Suite 310<br>Wheaton, Maryland 20902<br>800-543-7006 | Information source on child sexual abuse. |
| National Runaway Switchboard<br>3080 North Lincoln Avenue<br>Chicago, Illinois 60657<br>800-621-4000<br>FAX 312-929-5150 | Toll free national switchboard offers referrals to shelters and arranges contact between runaways and parents. |
| Operation Lookout-National Center for Missing Youth<br>6912-220 Street Southwest, 102<br>Mt. Lake Terrace, Washington 98043<br>206-771-7335 | Works with law enforcement agencies to locate missing children. |

Runaway Hotline
Governor's Office
P. O. Box 12428
Austin, Texas 78711
512-463-1980
800-231-6946 24 hour hotline

Serves as a confidential means for runaways to contact parents or relatives. Referrals to shelters, counseling, medical and legal assistance, or transportation.

**Criminal Justice Organizations**

American Criminal Justice Association
P. O. Box 61047
Sacramento, California 95860
916-484-6553
FAX 916-488-4757

Organization of students, employees and retirees in the administration of criminal justice; offers publications and meetings.

John Howard Association
67 East Madison, Suite 1416
Chicago, Illinois 60603
312-263-1901
FAX 312-263-1910

Nonprofit agency of professionals and citizens devoted to prison reform; provides consultation and survey services.

National Crime Prevention Institute
University of Louisville
Brigman Hall
Louisville, Kentucky 40292-0001
502-588-6987

Training for police officers, criminal justice planners, private sector security personnel and community representatives in crime prevention.

Search Group, Inc.
7311 Greenhaven Drive, Suite 145
Sacramento, California 95831
916-392-2550
FAX 916-392-8440
Electronic Bulletin
Board 916-392-4640

Gubernatorial appointees from each state and territory focus on use of technology in the administration of criminal justice.

**Family Services**

AMEND
777 Grant Street, Suite 600
Denver, Colorado 80203
303-832-6363
FAX 303-832-6364

Psychotherapy for abusive men, advocacy for women, violence prevention programs.

National Coalition Against Domestic Violence
P. O. Box 18749
Denver, Colorado 80218
303-839-1852
FAX 303-831-9251

Provides technical assistance, referrals, training personnel, child advocacy training and maintains a speakers' bureau.

National Clearinghouse for Defense of Battered Women
125 South 9th Street, Suite 302
Philadelphia, Pennsylvania 19107
215-351-0010

Offers information and technical assistance to battered women charged or convicted of crimes against the abuser.

National Clearinghouse on Marital and Date Rape
2325 Oak Street
Berkeley, California 94708
405-548-1770

Speaking and consulting firm also offers publications and training.

National Council on Child Abuse and Family Violence
1155 Connecticut Avenue Northwest
Suite 400
Washington, DC 20036
202-429-6695
800-222-2000

Supports community-based prevention and treatment programs, provides technical assistance to community groups to apply for non-governmental funding.

National Court Appointed Special Advocate (CASA) Association
2722 Eastlake Avenue East
Suite 220
Seattle, Washington 98102
206-296-9320

Represents children involved in custody disputes.

Parents United International
232 East Gish Road
San Jose, California 95112
408-453-7616
FAX 408-453-9064

For individuals and families that have been affected by child molestation; educational programs and speakers' bureau.

**Homelessness**

American Bar Association Commission on Homelessness and Poverty
1800 M Street Northwest
Washington, DC 20036
202-331-2291
FAX 202-331-2220

Clearinghouse, assists state and local bar associations to implement and maintain programs for the homeless.

National Coalition for the Homeless
1612 K Street Northwest
Suite 1004
Washington, DC 20006
202-775-1322
FAX 202-775-1316

Clearinghouse for social service and legal agencies, church organizations, charities, community groups and individuals. Seeks to improve supply of low-income housing.

National Resource Center on Homelessness and Mental Illness
Policy Research Associates
262 Delaware Avenue
Delmar, New York 12054
518-439-7415
800-444-7415

Information and technical assistance on housing and service needs of the mentally ill homeless.

**Mental Health**

National Mental Health Consumer Self-Help Clearinghouse
311 South Juniper Street, Room 902
Philadelphia, Pennsylvania 19107
215-735-6367
800-688-4226

Information referrals, written material and consulting services.

**Safety Organizations**

Citizens for Safe Drivers Against Drunk Drivers/Chronic Offenders
7401 MacKenzie Court
Bethesda, Maryland 20817
301-469-6282

Members include citizens, experts, law enforcement officials, health professionals, and organizations. Focuses on better licensing and record keeping to identify chronic offenders.

National Child Safety Council
4065 Page Avenue
P. O. Box 1368
Jackson, Michigan 49204
517-746-6070

Offers child safety programs through local law enforcement agencies or schools.

National Fire Protection Association
1 Batterymarch Park
P. O. Box 9101
Quincy, Massachusetts 02269-9101
617-770-0300
800-344-3555
FAX 617-770-0700

Develops and disseminates information and conducts educational programs on fire safety; field service, publications, seminars and library.

National Safety Council
1121 Spring Lake Drive
Itasca, Illinois 60143-3201
708-285-1121
FAX 708-285-1315

Forum for exchange of ideas on safety and health. Divisions include community safety, public safety and state and local safety organizations.

National Water Safety Congress
2101 North Frontage Road
Vicksburg, Mississippi 39180-5191
601-631-5095

Education programs, demonstrations, assistance to water safety councils, training aids, speakers' bureau, publications.

RID-U.S.A.
P. O. Box 520
Schenectady, New York 12301
518-375-0034
FAX 518-370-4917

Goal is to remove drunk drivers from the road; acts as a liaison and assists in gathering evidence for prosecution.

School and Community Safety Society of America
1900 Association Drive
Reston, Virginia 22091
703-476-3430
FAX 703-776-9527

Sponsors national conferences and safety programs.

Students Against Drunk Driving
P. O. Box 800
Marlborough, Massachusetts 01752
508-481-3568
FAX 508-481-5759

Students and adults seek to address the problems of drunk driving and substance abuse among youth.

**Services for the Aging**

American Association of Retired Persons
601 E Street Northwest
Washington, DC 20049
202-434-2277

Agency focuses on serving the elderly through legislation and information.

National Center on Elder Abuse
810 First Street Northeast
Suite 500
Washington, DC 20002
202-682-2470

Information source.

**Sexual Assault**

National Coalition Against Sexual Assault
P. O. Box 21378
Washington, DC 20009
202-483-7165

Network of organizations working against sexual assault; offers rape victim advocacy and information.

People Against Rape
P. O. Box 5318
River Forest, Illinois 60305
708-452-0737
800-877-7252

Offers instruction on self-defense and educational programs.

Women Against Rape
Box 02084
Columbus, Ohio 43202
614-291-9751

Offers rape prevention training, speakers' bureau, hotline for support and referrals.

**Substance Abuse**

Alcohol and Drug Problem Association of North America
1555 Wilson Boulevard, Suite 300
Arlington, Virginia 22209
703-875-8684
FAX 703-528-7510

For state providers, professionals and organizations; seeks to facilitate governmental and professional endeavors.

Alcohol Research Information Service
1106 East Oakland
Lansing, Michigan 48906
517-485-9900
FAX 517-485-1928

Clearinghouse which collects, analyzes and disseminates diverse information on alcohol; offers publications and teaching materials for schools.

American Council on Alcohol Problems
3426 Bridgeland Drive
Bridgeton, Missouri 63044
314-739-5944
FAX 314-439-0848

Members seek long-range solutions to problems caused by alcohol; reference library open to the public, publications.

American Council for Drug Education
204 Monroe Street, Suite 110
Rockville, Maryland 20850
301-294-0600
800-488-DRUG
FAX 301-294-0603

Disseminates information and research on psychoactive drugs. Information kits with literature and audiovisual materials are available, as well as speakers' bureau and publications.

Committees of Correspondence
Drug Prevention Newsletter/Resources
57 Conant Street, Room 113
Danvers, Massachusetts 01923
508-774-2641

Network to combat drugs in America disseminates information and scientifically approved materials on substance abuse.

International Commission for the Prevention of Alcoholism and Drug Dependency
12501 Old Columbia Pike
Silver Spring, Maryland 20904
301-680-6719
FAX 301-680-6090

Information source, acts as a liaison with international groups for research, information exchange and publications.

"Just Say No" International
2101 Webster Street, Suite 1300
Oakland, California 94612
800-258-2766
510-451-6666
FAX 510-451-9360

Clubs for children to work against drug and alcohol abuse, dropouts and teenage pregnancy.

National Association on Drug Abuse Problems
355 Lexington Avenue
New York, New York 10017
212-986-1170
FAX 212-697-2939

Information clearinghouse and referral bureau serving corporations and community groups in drug abuse prevention and treatment.

National Prevention Network
444 North Capitol Street Northwest
Suite 642
Washington, DC 20001
202-783-6868
FAX 202-783-2704

Includes officials of state alcohol and drug agencies; seeks to enhance programs, offers publications.

Solvent Abuse Foundation for Education
750 17th Street Northwest, Suite 250
Washington, DC 20006
202-332-7233
FAX 202-429-0655

Seeks to educate juveniles about the hazards of solvent abuse.

**Suicide**

American Association of Suicidology
2459 South Ash
Denver, Colorado 80222
303-692-0985
FAX 303-756-3299

Disseminates information, programs and publications.

Samaritans
500 Commonwealth Avenue
Kenmore Square
Boston, Massachusetts 02215
617-247-0220

Volunteers befriend depressed or suicidal persons; organization offers professional talks and information.

Youth Suicide Prevention
65 Essex Road
Chestnut Hill, Massachusetts 02167
617-738-0700
FAX 617-566-1423

Volunteer network to increase public awareness of youth suicide and warning signs; offers information, referrals and publications service.

## Support Groups and Self-Help

Alcoholics Anonymous World Services
475 Riverside Drive
New York, New York 10163
212-870-3400
FAX 212-870-3003
Chicago 312-346-1475

Alcoholic support groups, publications; other groups, such as Cocaine Anonymous and Narcotics Anonymous, are affiliated with this group.

Batterers Anonymous
8485 Tamarind, Suite D
Fontana, California 92335
714-355-1100

Self-help program designed for abusive men.

Cocaine Anonymous Worldwide Services.
3740 Overland Avenue, Suite H
Los Angeles, California 90034-6337
310-559-5833
800-347-8998
FAX 310-559-2554
Chicago 312-202-8898

Self-help group for cocaine addicts; publications.

Debtors Anonymous
P. O. Box 400
Grand Central Station
New York, New York 10063-0400
Hotline 212-842-8220

Establishes and coordinates self-help groups for compulsive debtors; publications.

International Network for Mutual Help Centers
2 Mount Royal Avenue
Hamilton, Ontario, Canada L8P 4H6
416-529-3480

Includes representatives of 50 self-help clearinghouses in US and Canada to share resources and communicate information.

Molesters Anonymous
c/o Batterers Anonymous
8485 Tamarind, Suite D
Fontana, California 92335
909-355-1100

Self-help group for child molesters.

Narcotics Anonymous
P. O. Box 9999
Van Nuys, California 91409
818-780-3951
FAX 818-785-0923
Chicago area 708-848-4884

Self-help group for narcotic users; publications.

National Self-Help Clearinghouse
25 West 43rd Street #620
New York, New York 10036
212-642-2944
FAX 212-642-1956

Clearinghouse of self-help groups; referrals, training and speakers' bureau.

Parents Anonymous
6733 South Sepulveda Boulevard
Los Angeles, California 90045
213-410-9732

Support and self-help group for abusive parents.

Parents of Murdered Children
100 East Eighth Street, Suite B-41
Cincinnati, Ohio 45202
513-721-5683

Support group.

Pills Anonymous
P. O. Box 772
Bronx, New York 10451
212-874-0700

Self-help group for those addicted to illegal or prescription pills.

Potsmokers Anonymous
208 West 23rd Street, #1414
New York, New York 10011-2139
212-254-1777

Self-help group for marijuana smokers; offers nine week course for those wishing to stop, weekend courses for those outside New York.

Prostitutes Anonymous
11225 Magnolia Boulevard
Box 181
North Hollywood, California 91601
818-905-2188

Self-help group, maintains speakers' bureau and publications.

Self-Help Center
Division of MHAI
150 North Wacker Drive, Suite 900
Chicago, Illinois 60606
312-368-9030
FAX 312-368-0283

Clearinghouse and referral service for self-help groups.

Shoplifters Anonymous
380 N Broadway, Suite 206
Jericho, New York 11753
516-932-0165
800-848-9595
FAX 516-932-9393

Supports rehabilitation of adult and juvenile shoplifters, offers educational programs and works with courts.

## Victim/Witness Assistance Programs

Institute for Victims of Trauma
6801 Market Square Drive
McLean, Virginia 22102
703-847-8456
FAX 703-847-0470

Professionals specializing in victims of trauma; offers assistance to organizations, liaison between organizations and government, referral service and speakers bureau.

National Association for Crime Victims Rights
P. O. Box 16161
Portland, Oregon 97216-0161
503-252-9012

Seeks to reverse the concern for offenders that has diminished victims' rights. Speakers' bureau.

National Association of Crime Victim Compensation Boards
P. O. Box 16003
Alexandria, Virginia 22302
703-370-2996

Members are state victim compensation boards. Goals are to improve awareness and administration of programs, exchange ideas, influence legislation and create a network.

National Association of State VOCAL Organizations
P. O. Box 621314
Orangevale, California 95662
916-863-7470
800-745-8778
FAX 916-448-4730

Association of support groups for those who feel they have been harmed by child abuse laws (Victims of Child Abuse Laws=VOCAL); speakers' bureau, charitable programs.

National Institute of Victimology
2333 North Vernon Street
Arlington, Virginia 22207
703-528-3387

Works to improve victim/witness services through information and assistance, publications and training.

National Victim Center
307 West Seventh Street, Suite 1001
Fort Worth, Texas 76102
800-FYI-CALL (394-8855)

Maintains a national database of victim assistance organization; telephone counseling for victims.

## Miscellaneous

American Planning Association
1776 Massachusetts Avenue Northwest
Washington, DC 20036
202-872-0611
FAX 202-872-0643

A nonprofit organization focusing on land use and urban planning issues.

International City/County Management Association
777 North Capitol Street Northeast
Washington, DC 20002-4201
202-289-4262

Offers assistance, publications and training to city managers and other government professionals.

National League of Cities
1301 Pennsylvania Avenue Northeast
Washington, DC 20004
202-626-3000
FAX 202-626-3043

# CHAPTER XVI
# ILLINOIS COMMUNITY BASED RESOURCES

## How to Find Them

One of the first and most important steps in moving to community policing is the identification of existing community groups. This can be difficult, since community groups shift and evolve quickly, some come together for a specific purpose and are short-lived, and most communities do not have a central registry of grass roots organizations. Departments will need to develop lists of organizations unique and useful to their specific concerns and geographic area. This chapter includes the locations of the regional offices of the Illinois Coalition for Community Services, suggestions for finding community organizations and a sample list, compiled by OICJ, for the Chicago area.

Local governmental agencies may offer assistance in identifying community groups and most larger communities have local offices of national human services agencies, such as the United Way, which may maintain lists of neighborhood groups in the area. Some governments have established development and similar agencies with direct ties to neighborhood groups. The Illinois Criminal Justice Information Authority is another source for lists of citizen groups. Community residents and local businesses, as well as meeting facilities in schools or community centers, are other sources of information.

Once the information has been compiled and a computer database or word processing program created, access, updating, printing and file sharing will be easy and rapid.

## Community Based Resources in the Chicago Area

| | |
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| **Airports** | |
| Chicago Midway Airport | 312-767-0500 |
| Chicago O'Hare International Airport | 312-686-2397 |
| Meigs Field | 312-767-0500 |
| **Alcoholism and Drug Abuse** | |
| Alcoholics Anonymous | 312-346-1475 |
| Cocaine Anonymous | 312-202-8898 |
| Illinois Department of Alcoholism and Substance Abuse | 312-814-3840 |
| Illinois Mental Health Department, Division of Alcoholism | 312-767-5336 |
| Narcotics Anonymous | 708-848-4884 |
| **Better Business Bureau of Chicago and Northern Illinois** (10:00 a.m. to 2:00 p.m.) | |
| Complaints | 312-346-3313 |
| Inquiries | 312-444-1188 |
| **Better Government Association** | 312-641-1181 |
| **Blind Services** | |
| Blind Service Association | 312-236-0808 |
| Chicago Lighthouse for the Blind, Information and Referral | 312-666-1331 |
| Hadley School for the Blind | 708-446-8111 |
| Johanna Bureau for the Blind and Visually Handicapped | 312-332-6076 |
| **Chicago Bar Association** | 312-554-2000 |
| **Chicago Board of Education** | 312-535-8000 |

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| **Chicago Crime Commission** | 312-372-0101 |
| **Chicago Energy and Environmental Control** | |
| Complaints | 312-744-4075 |
| Information | 312-744-4034 |
| Environmental Protection Hotline | 800-572-8802 |
| National Response Center, Toxic Chemicals and Oil Spills | 800-424-8802 |
| **Chicago Police Board** | 312-747-6288 |
| **Chicago Police Department Headquarters** | 312-744-4000 |
| **Chicago Transit Authority** | 312-664-7200 |
| Information | 312-836-7000 |
| Information-suburbs | 800-972-7000 |
| **Child Abuse and Neglect** | |
| Child Abuse Prevention Services | 312-427-1161 |
| Illinois Department of Children and Family Services | 800-252-2873 |
| **Civil Rights** | |
| Commission on Human Relations | 312-744-4111 |
| Human Rights | 312-814-6200 |
| **Community Information and Referral Information** (Collect calls accepted) | 312-876-0010 |
| **Contact Chicago 24 Hour Help Line** Child abuse and neglect, drug and alcohol abuse, rape counseling and emergency assistance, suicide prevention, womens' services and day care referrals. | 312-644-4357 |
| **Crime Victims** | 312-814-2824 |
| **Deaf Services** | |
| Chicago Area Interpreter Referral Service (Collect calls accepted) | 312-769-4598 Voice<br>312-769-3552 TDD |
| Chicago Hearing Society | 312-939-6888 |

## Department of Buildings

| | |
|---|---|
| Boiler Inspection Section | 312-744-3510 |
| Code Enforcement Bureau | 312-744-3400 Voice<br>312-744-2951 TDD |
| Compliance Board Section, Code Enforcement | 312-744-2531 |
| Dangerous/Hazardous Building Services | 312-744-5056 |
| Division of Building Inspection | 312-744-3405 |
| Division of Licensing | 312-744-3895 |
| Division of Plan Examination and Permit Section | 312-744-3495 |
| Division of Technical Inspections | 312-744-7949 |
| Electrical Inspection Section | 312-744-3460 |
| Elevator Inspection Section | 312-744-3498 |
| Heat Program (24 hours) | 312-744-5000 |
| Mechanical Equipment Inspection Section | 312-744-3504 |
| Neighborhood Housing Service, Certificate of Inspection and Lead Program | 312-744-3477 |
| New Construction Inspection Section | 312-744-7713 |
| Occupancy Certificate Program | 312-744-6695 |
| Places and Public Assembly and Inspection Program | 312-744-3438 |
| Plumbing Inspection Section | 312-744-3501 |
| Records Administration and Building Registration | 312-744-3452 |
| Refrigeration Inspection Section | 312-744-3514 |
| Special Inspection Section-Fire Damage, Criminal Housing, Permanent Injunction | 312-744-7816 |

## Department of Transportation

| | |
|---|---|
| Information | 312-744-3674 |
| Bureau of Administration and Planning | 312-744-5697 |
| Bureau of Bridge Design and Management | 312-744-9050 |
| Bureau of Bridge Operations, Maintenance and Repair | 312-746-4567 |

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|---|---|
| Bureau of Highways | 312-744-3520 |
| Bureau of Inspections | 312-744-6454 |
| Bureau of Special Services | 312-744-7767 |
| Bureau of Streets | 312-747-6669 |
| Bureau of Traffic | 312-744-4684 |
| Chicago Utility Alert Network | 312-744-7000 |
| Curb and Gutter Program | 312-747-6669 |
| Emergency Vaulted Sidewalk Program | 312-747-6669 |
| Model Block Improvement Program | 312-744-5900 |
| New Alley Program | 312-744-7189 |
| New Street Construction | 312-744-0488 |
| Pavement Maintenance Program | 312-747-6669 |
| Permits | 312-744-4652<br>312-744-4656 |
| Residential Resurfacing Program | 312-744-3520 |
| Sidewalk Repair Program | 312-744-4537 |
| Traffic Information | 312-787-3387 |
| Traffic Services | 312-744-4684 |
| TT/TDD | 312-744-2969 |

**Department of Zoning**

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|---|---|
| Billboard Complaints | 312-744-9042 |
| Illegal Pay Phone Reporting | 312-744-3455 |
| Landscape Ordinance Information | 312-744-9044 |
| Licenses | 312-744-9042 |
| Permits | 312-744-9038 |
| To Report Illegal Conversions or Junkyards | 312-744-5000 |

**Disabled Services**

| | |
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| Ameritech Communications Center for the Disabled | 800-572-5062 Voice<br>800-448-1833 TDD |
| Chicago Department on Aging and Disability, Message Relay Service | 312-744-6777 TDD |

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| **Donation Referral Service** | 312-563-1600 |
| **Electrical Wires Down** | 800-334-7661 |
| **Family and Community Services Offices** | |
| Abla Office | 312-746-5034 |
| Altgeld Office | 312-747-8600 |
| Austin Office | 312-746-7940 |
| Cermak Office | 312-747-8000 |
| Chinatown Office | 312-747-3900 |
| Englewood Office | 312-747-0200 |
| Garfield Office | 312-746-5400 |
| King Office | 312-747-2300 |
| Mid-South Office | 312-747-8566 |
| Near North Office | 312-744-2800 |
| North Area Office | 312-744-2580 |
| Northwest Office | 312-744-1153 |
| South Chicago Office | 312-747-5251 |
| Southwest Office | 312-747-2711 |
| Trina Davilla Office | 312-744-2014 |
| **Family Services** | |
| Battered Women Hotline | 312-744-6644 |
| Boys Town | 800-448-3000 Voice<br>800-448-1833 TDD |
| Child Care Licensing | 312-744-1775 |
| Child Safety Car Seats | 312-744-0899 |
| Cornerstone Social Services | 708-572-0992 |
| Head Start and Child Care Training and Resource Support Unit | 312-744-7255 |
| Parent Child Centers: | |
| -Deton J. Brooks Center | 312-747-3433 |
| -Ida Mae Fletcher Center | 312-747-7839 |

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| -Garfield Center | 312-746-6185 |
| -Dorothy Gautreaux Center | 312-747-0024 |
| -Near South Center | 312-747-0079 |
| **Graffiti Blasters** (24 hours) | 312-744-1234 |
| **Gamblers Anonymous** | 312-346-1588 |
| **Gas Leaks** | |
| Peoples Gas Light & Coke Co. Customer Service | 312-431-7001 |
| **Health Care** | |
| Cook County Department of Public Health | 708-865-6100 |
| Department of Public Health-Information | 312-744-8500 |
| Department of Public Health-Venereal Diseases | 312-814-2793 |
| Illinois Department of Public Health | 312-814-2735 |
| **Homelessness** | |
| Homeless Helpline Volunteer & Illinois Office of Education | 312-563-1600 |
| Homeless Services, Department of Human Services | 312-744-4040 |
| **Illinois Department of Commerce and Community Affairs** | 312-726-8775 |
| **Illinois Emergency Services and Disaster Agency** | 217-782-7200 |
| **Illinois State Bar Association** | 312-525-1760 |
| **Legal Aid** | |
| Chicago Volunteer Legal Services | 312-332-1624 |
| Cook County Public Defender | 312-443-6350 |
| Legal Aid Bureau | 312-922-5625 |
| Legal Assistance Foundation | 312-341-1070 |
| Small Claims Court | 312-443-5626 |
| **Liquor Control Commission** | 312-744-8071 |
| **Mayor's Office of Inquiry and Information** | 312-744-5000 Voice<br>312-744-8599 TDD |
| **Metro Help**<br>Child abuse and neglect, drug abuse counseling and referral, legal aid, rape victim emergency assistance and womens' services | 312-929-5150 |

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|---|---|
| **Office of the Public Guardian of Cook County** | |
| Disabled Adults Division | 312-345-7000 |
| Domestic Relations Division | 312-345-7000 |
| Juvenile Division | 312-433-4300 |
| **Rape Victim Emergency Assistance**<br>Chicago Department of Human Services | 312-744-8418 |
| **Senior Citizens** | |
| Chicago Department on Aging and Disability | 312-744-4016 Voice<br>312-744-8952 TDD |
| Governor's Senior Action Center | 800-252-6584 |
| Illinois Department on Aging | 800-252-8966 |
| Lutheran Community Services | 312-282-7800 |
| SCORE (Service Corps of Retired Executives) | 312-353-7724 |
| **Streets and Sanitation** | |
| Abandoned Vehicle Reporting | 312-744-5000 |
| Graffiti Blasters | 312-744-1234 |
| Light Malfunctions | 312-744-5000 |
| Rodent Control | 312-744-5000 |
| Towing | 312-746-4520 |
| **Volunteer Network** | 312-201-3550 |
| **Water Main Leaks**, Chicago Department of Water | 312-744-7038 |

## Chicago Community Organizations

Action Coalition of Englewood
9001 South Justine Street
Chicago, Illinois 60636
417-0080

Albany Park Chamber of Commerce
4745 North Kedzie Avenue
Chicago, Illinois 60625
478-0202

Andersonville Chamber of Commerce
5209 North Clark Street
Chicago, Illinois 60640
728-2995

Archer Heights Civic Association
5042 South Archer Avenue #2
Chicago, Illinois 60632
838-8051

Ashburn Community Project
8301 South St. Louis Avenue
Chicago, Illinois 60652
925-5854

Back of the Yards Business Association
1751 West 47th Street
2nd Floor
Chicago, Illinois 60609
247-5100

Back of the Yards Neighborhood Council
1751 West 47th Street
Chicago, Illinois 60609
523-4416

Basic Economic Neighborhood Development
7105 South Artesian Avenue
Chicago, Illinois 60629
436-0517

Belmont-Central Chamber of Commerce
3250 North Central, 2nd Floor
Chicago, Illinois 60634
202-9923

Bethel New Life
367 North Karlov Avenue
Chicago, Illinois 60624
826-5540

Beverly Area Planning Association
10233 South Wood Street
Chicago, Illinois 60643
233-3100

Cermak Road Chamber of Commerce
2139 South California Avenue
Chicago, Illinois 60608
254-6565

Chatham Business Association
8441 South Cottage Grove Avenue
Chicago, Illinois 60619
994-5006

Chicago Avenue Business Association
755 North Ashland Avenue
Chicago, Illinois 60622
733-4002

Chicago Roseland Coalition for Community Control
11015 South Michigan Avenue
Chicago, Illinois 60628
264-3500

Chinatown Chamber of Commerce
2169 South China Place
2nd Floor
Chicago, Illinois 60616
326-5320

Chinese American Civic Council
P. O. Box 166082
Chicago, Illinois 60616
225-0234

Concerned Allied Neighbors
2507 North Greenview Avenue
Chicago, Illinois 60614
472-1083

Concerned Citizens of Little Village
2553 South Millard Avenue
Chicago, Illinois 60623
521-1097

Dev-Corp North
1448 West Howard Street
Chicago, Illinois 60626
508-5885

Developing Communities Project
212 East 95th Street
Chicago, Illinois 60619
928-2500

Douglas Development Corp.
235 East 35th Street
Chicago, Illinois 60616
225-9195

East Edgewater Chamber of Commerce
6133 North Kenmore Avenue
Chicago, Illinois 60660
743-3278

East Side Chamber of Commerce
3658 East 106th Street
Chicago, Illinois 60617
721-7948

Edgebrook Sauganash Chamber of Commerce
5318 West Devon Avene
Chicago, Illinois 60646
775-0378

Edgewater Community Council
1112 West Bryn Mawr Avenue
Chicago, Illinois 60660
334-5609

Edison Park Chamber of Commerce
6655 North Avondale Avenue
Chicago, Illinois 60631
631-0063

87th Street/Stony Island Business Association
8658 South Stony Island Avenue
Chicago, Illinois 60617
731-8900 ext. 325

Englewood Business Men's Association
6426 South Halsted Street
Chicago, Illinois 60621
873-6000

Englewood Community Development Corporation
923 1/2 West 63rd Street
Chicago, Illinois 60621
873-9050

Fifth City Chicago Reformulation Corporation
3350 West Jackson Boulevard
Chicago, Illinois 60624
265-1902

Friends of Downtown
Six North Michigan Avenue #909
Chicago, Illinois 60602
726-4031

Fullerton Avenue Merchants Association
3811 West Fullerton Avenue
Chicago, Illinois 60647
384-0002

Galewood-Montclare
Community Organization
6970 West North Avenue
Chicago, Illinois 60635
637-3181

Garfield Austin Interfaith Action Network
5057 West North Avenue
Chicago, Illinois 60639
637-7556

Garfield Ridge Chamber of Commerce
6165 South Archer Avenue
Chicago, Illinois 60638
767-0014

Greater Grand Crossing Organizing
Committee
213 East 79th Street
Chicago, Illinois 60619
846-5552

Greater North Michigan Avenue Association
625 North Michigan Avenue #401
Chicago, Illinois 60611
642-3570

Greater North Pulaski
Development Corporation
4054 West North Avenue
Chicago, Illinois 60639
384-7074

Greater Southwest Development Corporation
2601 West 63rd Street
Chicago, Illinois 60629
436-1000

Hegewisch Chamber of Commerce
13301 South Brandon Avenue
Chicago, Illinois 60633
646-6880

Hegewisch Community Committee
13303 South Baltimore Avenue
Chicago, Illinois 60633
646-4488

Hermosa Community Orgaization
4412 West Armitage Avenue
Chicago, Illinois 60639
252-6729

HICA Corporation of Lawndale
3724 West Lexington Street
Chicago, Illinois 60624
533-2680

Historic North Pullman Organization
10432 South Maryland Avenue
Chicago, Illinois 60628
928-6300

Hyde Park and Kenwood Interfaith Council
1448 East 53rd Street
Chicago, Illinois 60615
363-1620

Hyde Park Chamber of Commerce
1765 East 55th Street
Chicago, Illinois 60615
288-0214

Hyde Park-Kenwood Community
Conference
1513 East 53rd Street
Chicago, Illinois 60615
288-8343

Interfaith Community Organization
1641 South Allport Street
Chicago, Illinois 60608
226-4932

Interfaith Organizing Project
1617 West Washington Boulevard
Chicago, Illinois 60612
243-3328

Jefferson Park Chamber of Commerce
4750 North Milwaukee Avenue
Chicago, Illinois 60630
736-6697

Kenwood-Oakland Community Organization
1238 East 46th Street
Chicago, Illinois 60653
548-7500

Lake View Citizens' Council
3245 North Sheffield Avenue
Chicago, Illinois 60657
472-4050

Lake View East Chamber of Commerce
3030 North Broadway
Chicago, Illinois 60657
348-8608

Lakeside Community Committee
4414 South Cottage Grove Avenue
Chicago, Illinois 60653
924-4154

Lakeview Action Coalition
3212 North Broadway
Chicago, Illinois 60657
549-1631

Lawndale Christian Development Corp.
3848 West Ogden Avenue
Chicago, Illinois 60623
762-6389

Lincoln Park Chamber of Commerce
1323 West Diversey Parkway
Chicago, Illinois 60614
880-5200

Lincoln Park Conservation Association
P. O. Box 146770
Chicago, Illinois 60614
477-5100

Lincoln Square Chamber of Commerce
4732 North Lincoln Avenue
2nd Floor
Chicago, Illinois 60625
728-3890

Little Village Chamber of Commerce
3610 West 26th Street
Chicago, Illinois 60623
521-5387

Little Village Community Council
3610 West 26th Street
Chicago, Illinois 60623
762-3468

Logan Square Neighborhood Association
3321 West Wrightwood Avenue
Chicago, Illinois 60647
384-4370

Mexican Community Committee
of South Chicago
2939 East 91st Street
Chicago, Illinois 60617
987-6441

Mid-Austin Steering Committee
816 North Laramie Avenue
Chicago, Illinois 60651
287-5717

Midwest Chicago Avenue
Business Association
3720 West Chicago Avenue
Chicago, Illinois 60651
252-6777

Midwest Community Council
301 North Kedzie Avenue
Chicago, Illinois 60612
826-2244

Mont Clare-Elmwood Park
Chamber of Commerce
14 Conti Parkway
Elmwood Park, Illinois 60635
708-456-8000

Morgan Park/Beverly Hills
Business Association
10827 South Western Avenue
Chicago, Illinois 60643
779-2530

Mount Greenwood Chamber of Commerce
3052 West 111th Street
Chicago, Illinois 60655
238-6103

Near North Development Corporation
1441 North Cleveland Avenue
Chicago, Illinois 60610
337-5666

Near Northwest Civic Committee
1329 West Grand Avenue
Chicago, Illinois 60622
243-2342

Near South Planning Board
1727 South Indiana Avenue, #104
Chicago, Illinois 60616
987-1980

Near Northwest Neighborhood Network
2150 West Armitage Avenue
Chicago, Illinois 60647
489-0383

Near Westside Community Committee
1044 West Taylor Street
Chicago, Illinois 60607
666-8444

New City Community Council
5409 South Laflin Street
Chicago, Illinois 60609
436-9333

95th Street Beverly Hills
Business Association
9006 South Hoyne Avenue
Chicago, Illinois 60620
238-4094

Nobel Nieghbors
1345 North Karlov Avenue
Chicago, Illinois 60651
235-7931

North Pulaski Chamber of Commerce
1620 North Pulaski Road
Chicago, Illinois 60639
489-1699

North River Commission
4745 North Kedzie Avenue
Chicago, Illinois 60625
478-0202

North Town Community Congress
1441 North Cleveland Avenue
Chicago, Illinois 60610
337-5667

Northalsted Area Merchants Association
3171 North Halsted Street
Chicago, Illinois 60657
883-0500

Northcenter Chamber of Commerce
3959 North Lincoln Avenue, #533
Chicago, Illinois 60613
525-3609

Northeast Austin Organization
5057 West North Avenue
Chicago, Illinois 60639
745-0294

Northwest Austin Council
5758 West Potomac Avenue
Chicago, Illinois 60651
379-7822

Northwest Neighborhood Federation
2816 North Laramie Avenue
Chicago, Illinois 60641
545-9300

Norwood Park Chamber of Commerce
and Industry
5674 North Northwest Highway
Chicago, Illinois 60646
763-3606

Old Milwaukee Avenue
Chamber of Commerce
1532 North Milwaukee Avenue
Chicago, Illinois 60622
384-2672

Old Town Chamber of Commerce
1543 North Wells Street, LL
Chicago, Illinois 60610
951-9106

Old Town Triangle Association
1763 N North Park Avenue
Chicago, Illinois 60614
337-1938

Old Wicker Park Committee
1608 North Milwaukee Avenue
Chicago, Illinois 60647
342-1966

Organization of New City
1007 West 63rd Street
Chicago, Illinois 60621
994-3050

Organization of the North East
5121 North Clark Street
Chicago, Illinois 60640
769-3232

Park Manor Neighbors
600 East 73rd Street
Chicago, Illinois 60619
783-2850

Partners in Community Development
4305 South King Drive
Chicago, Illinois 60653
924-1127

People for Community Recovery
13116 South Ellis Avenue
Chicago, Illinois 60627
468-1645

Pilsen Neighbors Community Council
2026 South Blue Island Avenue
Chicago, Illinois 60608
666-2663

Por Un Barrio Mejor
2402 South Miller Street
Chicago, Illinois 60623
521-2157

Portage Park Chamber of Commerce
4921 West Irving Park Road
Chicago, Illinois 60641
777-2020

Ravenswood Chamber of Commerce
1760 West Wilson Avenue
Chicago, Illinois 60640
561-5225

Ravenswood Community Council
P. O. Box 18110
Chicago, Illinois 60618
588-4000

River North Association
70 West Hubbard Street, #405
Chicago, Illinois 60610
645-1047

Rogers Park Community Council
1772 West Lunt Avenue
Chicago, Illinois 60626
338-7722

Rogers Park Community Action Network
1545 West Morse Avenue
Chicago, Illinois 60626
973-7888

Roseland Business Development Council
11145 South Michigan Avenue
Chicago, Illinois 60628
995-6200

South Austin Coalition Community
5112 West Washington Boulevard
Chicago, Illinois 60644
287-4556

South Chicago Chamber of Commerce
9204 South Commercial Avenue
Chicago, Illinois 60617
768-1221

South East Chicago Commission
1511 East 53rd Street
Chicago, Illinois 60615
324-6926

South Loop Chamber of Commerce
3339 South Halsted Street
Chicago, Illinois 60608
254-7225

South Shore Commission
7426 South Constance Avenue
Chicago, Illinois 60649
363-0441

South Shore Council of Commerce
1903 East 79th Street, #203
Chicago, Illinois 60649
731-8389

Southwest Community Congress
2832 West 63rd Street
Chicago, Illinois 60629
436-6150

Southwest Parish and Neighborhood Federation
3206 West 59th Street
Chicago, Illinois 60629
776-9522

Streetervillle Organization of Active Residents
215 East Chicago Avenue, #2407
Chicago, Illinois 60611
440-9325

The Woodlawn Organization
6040 South Harper Avenue
Chicago, Illinois 60637
288-5840

Ukranian Village Neighborhood Association
908 North Damen Avenue
Chicago, Illinois 60622
342-1634

United Business Association of Woodlawn
1317 East 63rd Street
Chicago, Illinois 60637
288-3724

United Neighborhood Association of
Southeast Chicago
3066 East 92nd Street
Chicago, Illinois 60617
731-1472

United Neighbors in Action
1620 North Pulaski Road
Chicago, Illinois 60639
227-8083

University Village Association
925 South Loomis Street
Chicago, Illinois 60607
243-3773

Uprave Trust
4620 North Hermitage Avenue
Chicago, Illinois 60640
989-0769

Uptown Chamber of Commerce
4743 North Broadway Avenue
Chicago, Illinois 60640
878-1184

Uptown Chicago Commission
4753 North Broadway Avenue, #1100
Chicago, Illinois 60640
561-3978

West Central Association
625 West Madison Street, #1403
Chicago, Illinois 60661
902-4922

West Englewood United Organization
1650 West 62nd Street
Chicago, Illinois 60636
778-7977

West Lawn Chamber of Commerce
6344 South Pulaski Road
Chicago, Illinois 60629
735-8000

Westside Association for Community Action
3600 West Ogden Avenue
Chicago, Illinois 60623
277-4400

Westside Business Improvement Association
5425 West Madison Street
Chicago, Illinois 60644
921-0166

Westtown Concerned Citizens Coalition
3501 West Armitage Avenue
Chicago, Illinois 60647
235-2144

Woodlawn East Community and Neighbors
1541 East 65th Street
Chicago, Illinois 60637
288-3000

Wrightwood Improvement Association
2621 West 79th Street
Chicago, Illinois 60652
476-2546

**Other resources**

**For housing rehabilitation and improvement contact:**

Chicago Department of Housing
318 South Michigan Avenue
Chicago, Illinois 60604
747-9000

Chicago Rehab Network
53 West Jackson Boulevard, #742
Chicago, Illinois 60604
663-3936

Neighborhood Housing Services of Chicago
747 North May Street
Chicago, Illinois 60622
738-2227

**For community committees affiliated with the Chicago Area Project contact:**

Chicago Area Project
200 South Michigan Avenue, #1400
Chicago, Illinois 60604
663-3574

**For CHA advisory councils and resident management corporations contact:**

Central Advisory Council
Chicago Housing Authority
243 East 32nd Street
Chicago, Illinois 60616
791-8731

**For local organizations concerned with commercial, industrial and economic development contact:**

Chicago Association of Neighborhood Development Organizations
343 South Dearborn Street, #910
Chicago, Illinois 60604
939-7171

**For police districts and their district steering committees contact:**

Chicago Police Department, Prevention Programs/Neighborhood Relations Division
1121 South State Street, #105
Chicago, Illinois 60605
747-5485

**For information on other community organizations:**

Chicago Department of Planning and Development, Neighborhood Service Division
20 North Clark Street, #2800
Chicago, Illinois 60602
744-6300

Community Renewal Society, Community Development Division
332 South Michigan Avenue, #500
Chicago, Illinois 60604
427-4830

United Neighborhood Organization of Chicago
125 North Halsted Street
Chicago, Illinois 60606
441-1300

United Way/Crusade of Mercy, Community Information and Referral Service
560 West Lake Street
Chicago, Illinois 60661
876-0010

## Illinois Coalition for Community Services

| Central Region | Northern Region | Southern Region |
|---|---|---|
| Springfield Area<br>100 E Washington<br>P. O. Box 17<br>Springfield, Illinois 61705<br>217-522-2378 | Aurora Area<br>#10 State Avenue<br>Suite 101E<br>St. Charles, Illinois 60174<br>708-513-0331 | Mt. Vernon Area<br>1009 Broadway<br>Mt. Vernon, Illinois 62864<br>618-242-0034 |
| Pittsfield Area<br>965 W Washington<br>Pittsfield, Illinois 62363<br>217-285-5134 | Rockford Area<br>228 South Main<br>4th Floor<br>Rockford, Illinois 61101<br>815-965-4130 | Metro Area<br>220 E State Street<br>O'Fallon, Illinois 62269<br>618-625-0143 |
| Charleston Area<br>655 W Lincoln<br>Suite 11<br>Charleston, Illinois 61920<br>217-345-1221 | Kankakee Area<br>150 North Indiana<br>Kankakee, Illinois 60901<br>815-933-3036 | Southern Seven<br>P. O. Box 553<br>Vienna, Illinois 62995<br>618-658-9400 |

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