



U.S. DEPARTMENT OF JUSTICE
Office of Justice Programs

FILE

CATEGORICAL ASSISTANCE PROGRESS REPORT

The information provided will be used by the grantor agency to monitor grantee cash flow to ensure proper use of Federal funds. No further monies or other benefits may be paid out under this program unless this report is completed and filed as required by existing law and regulations (Uniform Administrative Requirements for Grants and Cooperative Agreements — 28 CFR, Part 66, Common Rule, and OMB Circular A-110).

1. GRANTEE Seattle Police Department		2. AGENCY GRANT NUMBER 95-MU-MU-0009	3. REPORT NO. End of Grant
4. IMPLEMENTING SUBGRANTEE Seattle Police Department		5. REPORTING PERIOD (Dates) FROM: Feb. 1995 TO: 10/31/98	
5. SHORT TITLE OF PROJECT Comprehensive Communities Program	7. GRANT AMOUNT \$2,375,750	8. TYPE OF REPORT <input type="checkbox"/> REGULAR <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT	
9. NAME AND TITLE OF PROJECT DIRECTOR Colleen Laing, CCP Coordinator	10. SIGNATURE OF PROJECT DIRECTOR 	11. DATE OF REPORT 10/29/98	

12. COMMENCE REPORT HERE (Continue on plain paper)

The Seattle Police Department received the CCP grant award in February, 1995. All components of the grant are completed. An overview of the state of the CCP strategy in Seattle is attached, along with an analysis of the sustainment of specific activities within the seven CCP funding categories.

Attachment:

End of Grant Report
Law Enforcement News Article

13. CERTIFICATION BY GRANTEE (Official signature)

14. DATE

10/29/98

City of Seattle Comprehensive Communities Program End of Grant Report October, 1998

Overview

Seattlites elected a new Mayor last November, and Mayor Schell took office in January on a platform that included strong support for Chief Stamper, community policing, and continued implementation of the Comprehensive Communities Program strategy.

At the close of the Comprehensive Communities Program in Seattle, the CCP strategy has taken hold. Many CCP programs have been sustained; community policing is continuing to be implemented in the Seattle Police Department and Seattle neighborhoods; and many Seattle Departments are working together on crime related problems and committing to the development of comprehensive approaches to crime.

Many projects carry-on the spirit and intent of CCP:

- Safe Futures grant funding from OJJDP has enabled development of a comprehensive strategy for juvenile justice in Seattle/King County;
- The HUD Safe Neighborhoods program is bringing community policing to drug affected low-income housing downtown;
- Seattle's Weed and Seed strategy and all of its collaborations are being expanded into the South Precinct, and a proposal to expand city-wide is under development;
- Seattle's City Attorney is moving to reorganize to support community prosecution;
- The City Attorney, Municipal Court, and Police Department are working collaboratively on problem solving as never before, including an information technology integration plan;
- The State Department of Corrections has launched a Neighborhood Corrections Initiative pilot project in collaboration with SPD to provide swift and certain sanctions to repeat felony offenders from around the State who use downtown Seattle as their meeting ground; and
- An Advancing Community Policing grant from the COPS Office is continuing our efforts to restructure in support of community policing and problem solving and to facilitate communications and information sharing with other departments around the country.

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Sustainment

Community Policing

Many community policing activities have been sustained in a variety of ways. Problem solving training continues to be mandatory for new employees and recruits, and Supervisor Problem Solving Sessions (SPSS) are launching in November to provide concrete tools and practical training for supervisors in supporting their employees' problem solving. Departments in the region have already requested SPSS training for their supervisors. SPD also trained 40 detectives in problem solving and investigations by bringing Sgt. John Lusardi from San Diego to Seattle to provide a one day training.

The capital purchases that CCP funded for equipment to support training have many 'miles' on them and continue to provide ongoing support for problem solving and related training development.

SPD problem solving training teams remain available to departments around the country at no cost to provide basic problem solving training. Trainers from other departments, like the Bellingham, Washington, Mesa, Arizona, and Larimer County, Colorado, have been included in SPD's training team. Additionally, the CCP-funded curriculum has been adopted by a number of agencies around the country and by the Washington Regional Institute on Community Oriented Policing in Spokane, Washington, and the Western Community Policing Center in Salem, Oregon, COPS Office-funded regional training centers.

Problem solving trainings in the community take place as communities organize to solve problems with the police. Special trainings have occurred in several low-income housing communities throughout Seattle. As a result of our early CCP partnership efforts Seattle police are now creating a "plain language" problem solving process that eschews acronyms for use with community problem solving efforts.

CCP has also supported the development of a landlord/tenant training program delivered by the SPD Community Service Office in collaboration with the Seattle Neighborhood Group, a community-based crime prevention organization. Trainings are offered to landlords at no cost and encourage the use of good business practices that cut-down on crime-related problems in multi-unit and rental housing.

CCP funded line officer grants to encourage problem solving at the line level, and these grants have been continued through the Advancing Community Policing grant Seattle has received from the COPS Office.

The national Leadership Conference to support community policing, When the Heat's On, was a great success. Designed as a companion to the San Diego POP conference and focused on bringing leading practitioners and researchers together in a format designed to support dialogue, CCP funded this conference during its first year, 1997. The Leadership Conference was held for a second year in Seattle with support from the COPS Office in

Community Policing, Continued

1998. The COPS Office is interested in co-sponsoring a third year of the Leadership Conference in 1999.

The SPD monthly cable access TV show, Beyond the Badge, conducts outreach to community members to encourage community/police partnerships and provides information on police department problem solving and issues of concern to the community, has been transferred from CCP funding to Local Law Enforcement Block Grant funding.

Similarly, the department's 12 week Community Police Academy is being continued through Local Law Enforcement Block Grant funds. The Academy is recruiting for its 7th class and maintains a large waiting list of interested community members. Graduates top 100 community members, and the 6th class is currently in progress. These graduates are becoming involved in advocating for community policing and problem solving strategies throughout city government and in their neighborhoods, and they are actively partnering with the police to address crime-related problems.

A youth academy was held in the summer of 1998, and a second youth academy, this one involving adjudicated youth and their mentors, is planned for spring of 1999. A mini-academy for city agency leaders was a resounding success in bringing the concepts of problem solving to city agencies other than police and in building momentum for reorganizing city services to respond to problems identified using the SARA process.

SPD is a recipient of two COPS Office problem solving grants, Problem Solving Partnerships and School-Based Problem Solving. These grants fund specific problem solving projects in several Seattle neighborhoods and are piloting the "plain language" problem solving model.

Perceptions about community policing in Seattle were affected this past summer when Chief Stamper announced that Community Police Team (CPT) personnel would be returned to patrol for the summer to handle normally high summer call loads and relieve officer safety concerns brought about by SPD's critical staffing shortages. This was an excellent opportunity for the SPD to educate the community by highlighting our expectation that every employee is engaged in problem solving and not just officers from specialized units (see attached Law Enforcement News editorial).

To evaluate the implementation of community policing in Seattle, SPD is using Advancing Community Policing funds to survey patrol officers on their use of problem solving in the field. Surveys will be mailed in November, 1998. The survey is designed to ascertain not only whether officers are using problem solving, but whether the Department and their first line supervisors are providing the support, direction, and

Community Policing, Continued

encouragement needed to make problem solving an everyday way of doing business. Additionally, Advancing Community Policing funds are supporting case study research by Dr. Hubert Locke of specific problem solving projects by officers and community members.

SPD has developed an accountability model called *SeattleWatch* based, in part, on New York and Los Angeles' CompStat and Fastrack. *SeattleWatch* will begin as a series of monthly meetings designed to focus command staff priorities on problem solving and to coordinate resources across bureaus. Unlike existing accountability models, Seattle plans to focus department-wide efforts on solving problems of crime and disorder, not just responding quickly to suppress Part 1 crimes. The first meeting will be held in January. *SeattleWatch* will provide a timely forum for exploring the role of Investigations in problem solving. The *SeattleWatch* concept is expected to evolve as it is implemented.

Geographically based service sector teams made up of line staff from departments throughout the City involved in addressing crime-related issues have been evolving over the life of the CCP Grant. These teams, known as Neighborhood Action Team Seattle (NATS), began in the North and South Precincts and are expected to be in each precinct in 1999. The teams have been struggling with the issue of leadership (while police are an important player in identifying crime-related problems, leadership in terms of implementing responses and providing centralized encouragement for directing resources at crime problems cannot effectively reside in the police department).

Recently, the Seattle Department of Neighborhoods, a longtime partner with SPD on addressing crime-related problems using problem solving, has offered to lead the NATS teams in close cooperation with Mayor Schell's new Special Assistant to the Mayor for Public Safety. The Department of Neighborhoods will oversee the expansion of NATS and take the lead on ensuring that responses, once decided upon, are implemented by various city agencies.

The Department of Neighborhoods has also been the first city agency to reorganize their service sectors along police precinct boundaries. Other agencies are expected to follow this lead, making geographically based service coordination among agencies much more feasible. This is an exciting development in our community policing effort as we see strong leadership from a peer department head.

Community Mobilization and Prevention

A major focus of CCP activity was to expand existing effective violence prevention services and fill gaps in existing services to reduce violence and the fear of violence in Seattle. To accomplish this, CCP planners looked at over 40 plans for city services and analyzed identified but unmet needs in these plans as they related to violence prevention. Consequently, a wide variety of violence prevention programs were funded by CCP.

Community Mobilization and Prevention, Continued

The CCP strategy of building sustainment into initial funding has paid-off: no CCP funded programs were discontinued due to grant funds expiring. The few new programs CCP funded have been continued in the budgets of various city agencies. Other programs had their capacity expanded with CCP, some for a short time, others for enduring periods.

As with the Community Policing strategy, CCP planners chose to fund investments that will continue to pay-off for the community long after the CCP funds are gone.

CCP-engendered coordination between police and social services has given rise to an effort within the Police Department to inventory all youth-related, police-operated programs and devise a youth strategy to compliment the Safe Futures strategy and make everything the Police Department does around youth more focused and effective.

A prime example of this investment approach is the development of a human services resource booklet for police officers. This booklet fits into officers' shirt pocket so that it can be carried at all times and can provide a source for referrals to prevention programs and resources.

CCP initiated a set of Chief's Advisory Councils in various cultural and ethnic communities around the city. The Chief attends each council quarterly to hear directly from, and strategize with traditionally under-served populations, including the African American community, the Filipino community, the hearing and sight impaired community, and the sexual minorities community, among others. These Advisory Groups will continue to meet without the need for additional funding.

CCP funded the translation of some basic crime prevention and police informational brochures (such as how to file a complaint against an officer) into seven frequently used languages. These brochures help SPD include all communities and address the needs of Seattle's diverse residents.

CCP funded Seattle's Department of Neighborhoods to provide "Small and Simple" grants to community based groups that do not have nonprofit designation. These grants enable motivated youth and adults to address graffiti, crime, and disorder issues on a local level and demonstrate city support for community-generated initiatives. The Small and Simple Grant Program has been continued by the Department of Neighborhoods after CCP through the City's general fund.

CCP funded several CPTED trainings for city staff and community members. CPTED training demonstrates Seattle's investment strategy: once trained, officers, Parks Department staff, housing staff, planners, and community members continue to draw upon and apply the skills and concepts learned in CPTED training to reduce crime.

Community Mobilization and Prevention, Continued

After using CCP funds for services for women in the sex industry in response to a report of the City Women's Commission in 1996, the issue of problem solving around prostitution lagged for some time. Recently, however, the Seattle Municipal Court, the City Attorney's Office, the Police Department, and a variety of city funded and community based service providers have convened a work group to problem solve around the ongoing disorder and safety issues of street prostitution.

The Community Policing Action Council (CPAC) remains an active force in directing the development of community policing in Seattle. The Council's work has not required funds outside of the staffing that was initially supported by CCP and has been picked-up by the Local Law Enforcement Block Grant. CPAC has been the driving force behind the community academies, the 911 education campaign, and the SPD TV show. Their group work and individual contributions continue to be enormous and deeply appreciated by the Police Department.

In an effort to prevent violence at its roots, CCP funded a variety of youth prevention programs targeted at specific communities (Sisters in Common, the Cambodian Girls Group, Southeast Youth Center, Juvenile Rehabilitation, Samoan Center, etc.). These programs have been continued through the City's Safe Futures grant, which focuses on Southeast Asian youth and girls.

CCP funded the development of a bias crimes prevention card that gives violence prevention tips to patrons of a commercial district that has a high percentage of gay and lesbian residents. This card is provided to build ongoing skills for violence prevention.

CCP funded development of services for domestic violence victims and education and prevention materials and forums. These programs continue under the auspices of the city's Department of Housing and Human Services.

Non-Violent Dispute Resolution

The Seattle Center Peace Academy was awarded CCP funds for three years of services to at-risk Seattle high school-aged youth. The Peace Academy has proven a prolific fund raiser and CCP funds have been replaced by private funding and the program continues running strong.

CCP funded the Washington State Bar Association to develop a legislatively mandated (but unfunded) program called Lawyers and Students Engaged in Resolution (L.A.S.E.R.). In addition to funding L.A.S.E.R., SPD Research and Grants staff provided technical assistance on program development and grant-seeking, and L.A.S.E.R. has since become self-sustaining and expanded outside Seattle schools to become a statewide program in dispute resolution.

The CCP funded youth employment project run by the local YMCA provided a series of lessons about how to address the needs of a broad age-range of youth seeking employment training and assistance. Youth from ages 13 through 18 demonstrated strong interest in participating in the project. Because their needs and abilities vis-a-vis the work world are so diverse, the project grappled with the unexpected show of interest from the younger contingent and with how to develop programs appropriate for these diverse ages within the context of a single delivery system. These lessons will be used in the future when youth employment assistance programs are developed in Seattle.

Comprehensive Gang Initiative

The Seattle Team for Youth (STFY) is comprised of a detective and a case management function. CCP funded both areas of STFY, and both have gone on since CCP funding to expand using funds from their respective departments. Four STFY detectives are now permanently assigned by SPD, and the capacity built by CCP in case management has been sustained by the City Department of Housing and Human Services.

Community Prosecution and Diversion

The CCP funded truancy project that funded a truancy advisor at a Seattle middle school paved the way for the City and the Seattle School District's response to new state legislation governing schools' responses to truancy. While the position was initially envisioned as working with youth and teachers to increase truant students' attachment to the classroom, new legislation mandating expulsion of truant required the development of new strategies to meet the City and the School District's goal of keeping truant students involved in school while complying with state legislation. The blueprint developed by this project has informed the city- and District-wide response to truancy issues.

CCP enabled the Seattle Municipal Court and the Police Department to develop an automated system for updating common records with new disposition information, alleviating the need for redundant data entry. This project has led the way for systems integration between the Court, police and City Attorney's Office, and the City has progressed far beyond this initial, small pilot project to conceive and pursue system-wide integration of criminal justice information.

The CCP-funded Late Night Diversion program through the Seattle Parks Department continues to operate, providing late night activities for at-risk youth.

Drug Court

The Seattle CCP/King County Drug Court collaboration has blossomed into an ongoing partnership that involves both new programs and new funding sources beyond the initial CCP-funded project. After CCP funds were used to support King County Drug Court, an implementation evaluation of Drug Court was conducted by a nationally recognized researcher who concluded that the King County Drug Court has all the elements that characterize successful drug courts in other cities. Later, an outcome evaluation concluded that graduates have significantly lower new local felony charges than those who declined to participate in treatment.

Due to CCP staff technical assistance to Drug Court, the Court has now received a drug court-specific CCP grant from the Drug Courts Program Office. A portion of that grant funds a part-time liaison position in the Seattle Police Department's Community Policing Bureau to develop and implement training for police on drug court and to develop future drug court/police partnerships. The Liaison has been nominated to a national advisory committee sponsored by the National Association of Drug Court Professionals (NADCP) to help develop a national strategy around drug court/police partnerships and has been speaking at NADCP conferences around the country. The King County Drug Court has been selected as one of three national mentor sites to demonstrate police-court linkages.

The Drug Court funded a feasibility study for a juvenile drug court and collaborated with the police, the juvenile court judge, prosecutor, defense agency, probation officers, school truancy coordinator, and treatment providers to design a juvenile drug court plan. The juvenile drug court plan is completed and funds are currently being sought to establish this new program.

Community-Based Alternatives to Incarceration

The State Department of Corrections received CCP funds to develop a second Work Crew remove low-risk offenders from secure lock-ups and supervise them in painting-out graffiti on dumpsters and public property, removing trash from public areas, addressing other physical disorder issues. After one year of CCP funding, the Work Crew supervisor responded to a request for continued CCP funds by stating that Seattle Public Utilities had funded the continuation of the second work crew on an ongoing basis. CCP then funded equipment purchases to enhance the crew's ability to haul heavy trash and coordinate services. These innovations continue to be put to use around Seattle by the work crew program.

The Seattle Department of Housing and Human Services used CCP funds to expand the capacity of a Batterer's Intervention Program through a community based organization providing a variety of services to Southeast Asian residents. This program provides court-mandated batterer's treatment on a sliding scale fee in the native languages of batterers. Following CCP, the program has continued to receive City funds to maintain the capacity it achieved with CCP.

CCP funds supported efforts by the County's Division of Youth Services (DYS) to develop a Continuum of Care. This work has been followed-up by major collaboration efforts between DYS and Safe Futures. These groups jointly developed their strategic plans for youth and continue to work together to address the whole range of needs for at risk and offending youth.

CCP funded system improvements for the Seattle Municipal Court's Domestic Violence Probation department. The Administrator of the Court has committed significant resources to expanding the capacity of the entire Probation department, including creating a new position for a Probation Director. Additional resources are predicted to continue

being focused on Municipal Probation as the Court bucks national trends and emphasizes more supervision of misdemeanor offenses in an effort to address low level crimes before they escalate into ongoing disorder problems or felony issues.

Conclusion

CCP has enabled Seattle to customize a broad-based strategy for addressing violence reduction and community policing city-wide. While the CCP strategy has many elements, its overarching theme of driving change around community policing and violence prevention have taken hold and are being sustained and expanded throughout the City's various criminal justice system agencies, its human service agencies, and its community based organizations. The CCP strategy has provided a blueprint and a foundation for the collaborations that continue to build among these players in Seattle.

Law Enforcement News

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September 15, 1998

Letters

No vacation in Seattle

To the editor:

Ouch! I am a subscriber and regular reader of LEN, as I believe it provides a balanced, professional and relevant perspective on our profession. I was, therefore, dismayed to read that in LEN (May 31, 1998), my own agency, the Seattle Police Department, "community policing gets a reluctant vacation."

Community policing has not taken a vacation. It hasn't even taken a day off. Far from it. It is true that officers from the specialized Community Police Teams (CPT) were reassigned to assist patrol officers in handling 911 calls during the busy summer months when our staffing shortages are felt the most. However, the heart of the Seattle Police Department's community policing effort is the day-to-day work of patrol officers who are also trained in problem-solving methods and find opportunities to use them regularly.

Everyday in the field, patrol officers identify crime and disorder problems and work very hard to reduce or solve them. They attend community meetings in their districts where they share information and work hand-in-hand with neighborhood residents to address these problems. They do this while handling a steady stream of 911 calls. Responding to emergency calls will always be our No. 1 priority, but we're training our officers to think of every incident as a potential problem. It may need immediate triage, but there is also a recognition that the officer may come back to the same location time and time again. When this happens, that patrol officer has the best information and may already be thinking of the underlying cause of the problem as well as possible solutions. They are able to do this because they, along with the neighborhood residents, are the experts on the problem — not the officers from specialized units who wait for referrals from the community and patrol when extra resources are needed.

The SPD approach is a problem-oriented approach to community policing, which means that every employee in the organization, from the person who answers a telephone to the Chief of Police, is trained and expected to apply problem-solving principles to address crime and disorder.

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Letters

No vacation for Seattle community policing

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Not only is the reassignment of CPT officers not a setback, it highlights the effectiveness and quality of patrol officers in Seattle who do the important work of our agency every day. CPT officers perform a valuable service in being freed from the tyranny of 911 to address chronic problems, but problems are still addressed daily by patrol officers who don't have the luxury every shift of time away from 911. We also encourage our supervisors to assist them in finding uncommitted time, when priority calls are not holding, to address longer-term problems.

The fact that specialized CPT officers were asked to share the burden of the radio for the summer also highlights a strategic plan, not a knee-jerk reaction, to include every person in our organization in our community policing commitment, not just officers from specialized units. We are very clear that the average interaction that a community member has is not with an officer from a specialized unit, but with the patrol officer delivering service 24 hours a day on the street. It makes no sense to us to build our community policing house as a house of cards — i.e., reliance on specialized officers who may be redeployed to handle critical needs in the community when a crisis occurs. Patrol officers are always there to "serve and protect," and service includes problem-solving.

Your article, however innocently, does a great disservice to every patrol

officer in this country (and Seattle) who, without being titled, works hard to reduce or solve the crime and disorder problems in his or her geographic area of responsibility. They know that true community policing is something in which all employees in our departments must be engaged. Problem-solving and partnerships — those are the key elements of community policing, and they are not the sole purview of a few officers in our profession. And, when you only see a "community policing officer" doing problem-solving and forming partnerships, that organization is creating a very short life for their community policing effort. As soon as the first crisis comes along, community policing will vanish into the abyss with a sigh of relief that personnel won't have to address crime and disorder in a systematic way, and "real police work," the incident-driven (reactive) style, will raise its ugly head once again.

I implore you to revisit this topic with an emphasis on the problem-solving efforts of regular, hard-working generalist patrol officers. By design, they are the essence of community policing in Seattle, and in many other organizations. They will keep our vision of community policing alive long after the Federal funding for specialist community policing officers is gone.

NANCY McPHERSON
Director

Community Policing Bureau
Seattle (Wash.) Police Department