

POLICE COMMUNITY RELATIONS/COMMUNITY CRIME PREVENTION

A Program Evaluation
of
Twenty-Three Projects

Summary
P. A-10

Submitted to the Executive Committee
of the
Delaware Agency to Reduce Crime

by

Harold Metz

and

Pat Robinson

Division of Evaluation - DARC

April 1976

48483

TABLE OF CONTENTS

	Page
LIST OF TABLES	iii
PREFACE	v
Section	
I. Review of Literature	1
Program Goals and Objectives	4
Administrative Commitment	5
Selection of Personnel	6
Internal Acceptance	6
Community Participation	7
II. Program Budget, Goals, and Accomplishments	9
III. Conclusions and Recommendations	31
Conclusions	31
Recommendations	34
BIBLIOGRAPHY	37
ABSTRACT	38

LIST OF TABLES

Table	Page
I. Budget Categories	
Police Community Relations - City of Wilmington ...	11
II. Goals and Objectives	
Police Community Relations - City of Wilmington ...	12
III. Accomplishments	
Police Community Relations - City of Wilmington ...	13
IV. Budget Categories	
Police Community Relations - City of Newark	14
V. Goals and Objectives	
Police Community Relations - City of Newark	15
VI. Accomplishments	
Police Community Relations - City of Newark	16
VII. Budget Categories	
Police Community Relations - New Castle County ...	17
VIII. Goals and Objectives	
Police Community Relations - New Castle County ...	18
IX. Accomplishments	
Police Community Relations - New Castle County ...	19
X. Budget Categories	
Police Community Relations - Delaware State Police	20
XI. Goals, Objectives and Accomplishments	
Police Community Relations - Delaware State Police	21

Table	Page
XII Budget Categories	
Police Community Relations - Bureau of Juvenile Corrections	22
XIII Goals, Objectives and Accomplishments	
Police Community Relations - Bureau of Juvenile Corrections	23
XIV Budget Categories	
Police Community Crime Prevention - City of Wilmington	24
XV Goals, Objectives and Accomplishments	
Police Community Crime Prevention - City of Wilmington	25
XVI Budget Categories	
Police Community Crime Prevention - New Castle County	26
XVII Goals, Objectives and Accomplishments	
Police Community Crime Prevention - New Castle County	27
XVIII Budget Categories (Totals)	
Police Community Relations Projects	28
XIX Budget Categories (Totals)	
Police Community Crime Prevention Projects	29
XX Budget Categories (Totals)	
Police Community Relations and Crime Prevention Projects	30

PREFACE

There appears to be general agreement that the most effective way to improve police community relations (PCR) is to improve the quality of service provided by the police department.

Those functions most important in fulfilling the department's mission - such as traffic, patrol, criminal investigation and dispute settlement - are also functions that have the greatest impact on the police relationship with the community.¹

Adversely, poor police community relations have a negative effect on the ability of the police to prevent crime and apprehend criminals.

People hostile to the police are not likely to report suspicious persons or incidents, to testify as witnesses, or to come forward and provide information voluntarily.²

In accordance with these dictums, police departments in the State of Delaware have realized the importance of having good police community relations, and since 1971, the Delaware Agency to Reduce Crime has awarded 23 separate grants totaling \$533,183 for the development and/or improvement of various community relations/crime prevention projects.

¹Robert Wasserman, et. al., Improving Police Community Relations, U. S. Department of Justice, Law Enforcement Assistance Administration, Washington, D.C., June 1973, p. 1.

²Ibid.

The purpose of this report was to provide information to the Executive Committee of the Delaware Agency to Reduce Crime and to selected police administrators who are presently undertaking positive steps to improve the planning and implementation of future or continuing projects. The report not only depicts past successes or omissions, but attempts to chart a course for future development based upon up-to-date knowledge and experience.

The report itself is divided into three sections. Section I (Review of Literature) can best be characterized as both historical and subject area research. The basic strategy was to divide the concept of police community relations into five relevant issues, and then identify national coordinator and participant observations which related to those issues. The intent was not to summarize the literature on police community relations, but rather to contribute to the very central problem of examining the goals and objectives of local programs.

Section II (Program Budget, Goals and Accomplishments) was concerned with a review and analysis of the grants funded by the Delaware Agency to Reduce Crime. Involved in this section were the results of discussions and perceptions of project directors. The major source of data used in this section came from agency records. The examination of subgrant applications and quarterly and final progress reports to determine project allocations, goals, objectives and accomplishments, was used to minimize interview error by checking verbal

statements against the documentary record.

Section III (Conclusions and Recommendations) was based upon the archival material presented in Section II, the perceptions of project personnel, the advice and counsel of national PCR instructors, and writings from known scholars and practitioners in the field. The basic objective of this evaluation was not to determine how well the projects operated, but rather how well the program met its purposes. Therefore, the conclusions and recommendations are program rather than project oriented.

Because of their close affinity to values, goals, and common purposes, the authors chose not to exclude the concept of crime prevention from community relations. Since the ultimate goal of a police community relations program is a greater involvement of the community in the policing process, these programs may also be regarded as crime prevention programs. Similarly, improved crime prevention may lead to greater community support for the police, so crime prevention programs may be regarded as community relations programs.³

Our thanks for information and assistance in the preparation of this report goes to Director Clarence M. Kelley of the Federal Bureau of Investigation and special agents John Evans,

³ This view is also shared by the Police Community Relations Section of the National Academy, Federal Bureau of Investigation.

Lawrence Monroe, Jack Pfaff, and Clark Shoaff who serve as Community Relations Instructors at the FBI Academy, Quantico, Virginia. They were particularly helpful in providing us with an understanding of police community relations programs and problems on a national scale.

SECTION I

REVIEW OF LITERATURE

During the twenty years of their existence, police community relations programs have generally fallen into three categories: (1) efforts to establish a dialogue between the police department and the community; (2) efforts to improve the department's reputation with individuals and groups regarded as hostile to it; and (3) efforts to supplement police training with new materials on race relations, family disputes, collective protests, civil disobedience, and citizen participation in the police function.⁴

The earliest programs concentrated primarily on opening or improving channels of communication between the police and the community. They relied heavily upon neighborhood or "block" committees, city-wide coordinating councils and/or advisory groups who were clearly planned and selected by the department. Their discussions were usually limited to such non-controversial topics as burglary prevention, self-defense for women, check fraud, auto theft and the like. Generally

⁴Wasserman, op. cit., p. 2

speaking, the audiences were composed of individuals who did not feel alienated from the police nor posed a direct threat to their jurisdiction or authority. The success of such efforts in "changing" attitudes have proven very limited.⁵

The second kind of program - improving the police image - is by far the most popular of the community relations approaches.⁶ Programs such as "Operation Handshake", "Patrolman Steve's Coloring Book", "Cool Off With A Cop", "Talking Car", etc., were designed as public relations efforts to bring police and citizens (especially juvenile citizens) into closer, more informal contact.

In the third type of program, police recruits and training personnel are given training in community relations issues. All the Presidential Commissions have recommended such training "as a way of giving police a broader understanding of - and a greater sensitivity to - the range of human and social problems that confront them". Most recruit-training programs now include some materials on sociology, social psychology, penology, human relations and race relations. Exhibit A, page 3, depicts the most frequently covered subjects in the FBI's Police/Community Relations Course. It is readily apparent that the sub-

⁵This judgement was made by the authors on the basis of discussions held with PCR instructors at the FBI Academy, Quantico, Virginia, January 16, 1976.

⁶Wasserman, loc. cit.

EXHIBIT A

Most Frequently Covered Subjects in the FBI's One Day, Three
Day, One Week and Two Week Police/Community Relations
Course*

1. Organization and Management of a PCR Program
2. Police Community Relations vs. Public Relations
3. The Development of A Community Profile
4. Minority Recruitment and Selection
5. Police Response to Family Disputes
6. Police Response to Collective Protest
7. Rumor Control and Rumor Clinics
8. Explosive Words, Phrases and Perceptions
9. Civil Disobedience (Violent and Non-violent)
10. Internal Acceptance of PCR Programs
11. Citizen Participation in the Police Function
12. Establishing an In-Service Training Program
13. Police/Community Crime Prevention
14. Future Directions for PCR Programs

*Courses are not listed in any order of priority.

jects covered in this curriculum are quite different than the concepts proposed and implemented in a typical PCR program.

A selected compendium of some of the major findings and recommendations which have evolved from prior assessments and appraisals of police community relations programs have been grouped into five major issues: Program Goals and Objectives; Administrative Commitment; Selection of Personnel; Internal Acceptance; and Community Participation. The statements contained herein, are largely subjective, based on the impressions of other project coordinators and participants.⁷

I. Program Goals and Objectives:

1. Most community relations programs have suffered from cloudy objectives and little evaluation. To the extent that goals were defined, they tended to be cast in generalities like "improving the relationship between the police department and citizens", or "giving citizens a greater appreciation of the police department and increasing their willingness to cooperate in attaining its objectives".⁸
2. A goal of community relations improvement is meaningless unless it is perceived in the context of real issues and responsible to the city's particular needs.
3. Many worthwhile police community relations efforts have been unsuccessful simply because clearly stated measureable goals were never defined.

⁷ Police community relations programs have been criticized for their lack of objective measures on which to base programmatic decisions and changes.

⁸ This statement and the following twenty-four statements were quoted directly from the literature. They are not necessarily the opinions or impressions of the authors of this report, nor are they necessarily applicable to the projects described in this evaluation.

4. Much of the police effort to improve relations with the community has shortsightedly emphasized the "public relations" function, essentially the upgrading of the police image by "propaganda" and advertising techniques.
5. Current community relations programs... have most often developed into honeymoons with "respectable" groups already sympathetic to the police... rather than attempts to communicate with the more hostile elements.

II. Administrative Commitment:

1. Programs lacking administrative commitment have little, if any, chance of success while those with such support enjoy at least a reasonable chance.
2. Too often, police administrators have regarded community relations efforts as attempts to relieve immediate pressures. Their lack of commitment has been communicated to the ranks at which the programs must be carried out.
3. In order to sell the principle of community relations to his men, the Chief must issue a forceful, concise and unambiguous policy statement, clearly delineating departmental objectives and responsibilities of PCR personnel.
4. The priority afforded PCR in the department's table of organization and budgeting is the most significant indicator of the program's assimilation into the department.
5. A police administrator does not establish a community relations program merely by activating a special unit or by adding a few hours of special instruction in police training courses.

III. Selection of Personnel:

1. In the past, inept selection of personnel who did not engender the confidence and respect of their fellow officers seriously undercut internal acceptance and support of the community relations effort.
2. Too often, PCR Units have functioned as a "dumping ground" for inefficient officers.
3. There is general agreement that PCR Units should be composed of experienced "street officers" familiar with police community resources.
4. There is a strong feeling that intra-departmental rotation will generate a fuller departmental awareness of PCR objectives and at the same time, would serve as a valuable training function.
5. Police community relations specialists should assist in the preparation of tests and interviews for all applicants to the department.

IV. Internal Acceptance:

1. Probably no other area in law enforcement has caused as much rank and file misunderstanding as the nebulously defined concept of "Police/Community Relations".
2. Many "line" personnel perceive PCR programs as little more than "sell out" projects designed to appease blacks and other minorities. They believe them to be basically aimed at pacifying pressure groups, which, in effect, is interpreted as a form of criminal coddling and, thus, is anathema to professional law enforcement.
3. The PCR officer is often seen as a "prima donna" with easy assignments.
4. The five factors which substantially contribute to the non-acceptance of PCR as a police function are: conflict of function; administrative philosophy; internal communication; selection of PCR personnel; and training.

5. The chasm between PCR personnel and line officers is directly attributed to: (1) the physical isolation of many PCR Units; and (2) the systematic, if unintentional exclusion of line input into PCR planning.

V. Community Participation:

1. Those departments having the best community relations are the ones that have involved citizens in the policy-making process.
2. When a police department is unwilling to consider and accept citizen input, it must generally resort to a public relations campaign to "sell" its ideas and programs. Experience has shown that such efforts usually fail to convince an increasingly intelligent citizenry, if they are dissatisfied with police performance.
3. Citizen involvement in policy-making has several beneficial effects on police community relations. First, it offers citizens an opportunity to comment on, and often to influence, important matters. Secondly, it gives an opportunity for police officers and citizens to sit together in a problem-solving setting.
4. Crime reporting programs and citizen prevention is a community responsibility. The belief that whoever cooperates with the police is a traitor or is getting unnecessarily involved may be changed through public participation.
5. While police administrators may differ widely as to the nature and extent of citizen participation in the law enforcement mission, universal agreement is voiced that mutual police-citizen cooperation must be a departmental concern and not the sole responsibility of a chosen few.

Although the preceeding findings and recommendations tend to cluster toward the negative, this is not to say that com-

munity relations, as practiced to date, have been an unqualified failure. Some programs have had some effect in changing attitudes and encouraging participation of community members. They have brought important issues to the surface, they have forced police departments to realize that community attitudes are a legitimate concern to the department, they have forced some administrators to change or implement a set of priorities, and they have opened training programs to new subjects and issues.

The review of literature suggests that police community relations is a much broader concept than had previously been thought. In its simplest form, the police community relationship can be seen in terms of: (1) the quality of policing; (2) how an officer conducts himself with the public he serves; and (3) the willingness of police to engage in non-criminal activities.

SECTION II

PROGRAM BUDGET, GOALS AND ACCOMPLISHMENTS

The purpose of the selected grants described in this Section was to establish, continue or expand community relations and crime prevention projects for the designated municipal, county or state Departments or Bureaus. Funds were to be used to assist each unit in attaining its goals and provide the necessary supplies, equipment and operating expenses to carry out stated objectives.

Tables I through XX depict the budget allocations, goals, objectives and accomplishments for the cities of Wilmington and Newark, the County of New Castle, the Delaware State Police and the Bureau of Juvenile Corrections.⁹ The 23 grants represented in the tables provided a total of \$533,183 for the Improvement of Police Community Relations; with \$303,841 and \$229,342 expended on police community relations and community crime prevention respectively.

⁹City of Wilmington - 8 grants totalling \$310,054
City of Newark - 5 grants totalling \$ 73,691
County of New Castle - 6 grants totalling \$113,716
Delaware State Police - 3 grants totalling \$14,485
Bureau of Juvenile Correction - 1 grant totalling \$21,237

While no overall program goal(s) were developed, individual goal statements and objectives were taken from each application. Project accomplishments were gleaned from the documentary reports submitted by the subgrantee and interviews conducted with project personnel.

The interview is probably man's oldest and most often used device for obtaining information. It has important qualities that objective tests and scales do not possess....it is flexible and adaptable to individual situations, it is a more appropriate technique for revealing information about complex topics, it permits probing into the context of, and reasons for, answers to questions, it is uniquely suited to exploration in depth, and it can often be used when no other method is possible or adequate.¹⁰

An analysis of the tables was based upon the assumption that one can reason from "facts" to theories or conclusions, or more technically from singular statements to universal ones. The results of that assumption can be found in Section III, Conclusions and Recommendations.

¹⁰ Fred N. Kerlinger, Foundations of Behavioral Research (New York: Holt, Rinehart and Winston, Inc., 1964), page 467.

TABLE I BUDGET CATEGORIES
Police Community Relations - City of Wilmington

Budget Categories	FA-7-71 7/1/71 - 6/30/72.	FA-21-72 7/1/72 - 4/30/74	FA-103-72 9/1/73 - 8/31/74	FA-13-73 7/1/73 - 9/30/74	74-072 9/1/74 - 8/31/75	Total 5 Grants 7/1/71 - 8/31/75
DARC Support	\$18,000	\$ 4,275	\$11,278	\$25,000	\$16,000	\$74,553
Grantee Support	\$ 4,000	\$ 9,000	\$ 1,617	\$ 5,500	\$ 1,800	\$21,917
State Support	\$ 8,000	0	0	\$10,000	0	\$18,000
Personnel	\$21,956	\$ 9,000	\$12,278	\$30,500	\$ 9,900	\$26,456 Salaries \$57,178 Overtime
Consultants	0	0	0	0	0	0
Travel	\$ 2,555	0	0	\$ 3,800	\$ 6,400	\$12,755
Supplies	\$ 989	\$ 2,459	0	\$ 1,200	\$ 1,020	\$ 5,668
Operating Expenses	0	0	\$ 617	\$ 5,000	\$ 480	\$ 6,097
Equipment	\$ 4,500	\$ 391	0	0	0	\$ 4,891
Other	0	\$ 1,425	0	0	0	\$ 1,425
Description of Expenses	Overtime (\$18,000) Travel Supplies Equipment: Parts and equipment for mobile van	Equipment and clothing for Community Service Officers Partial salaries of Community Service Officers	Salary of a Community Service Officer Overtime (\$4,278) Telephone, utilities and office expenses	Supervisor of visitation program Overtime (\$25,000) Specialized Training Literature Rental of two cars	Overtime (\$9,900) Travel (recreational and athletic outings) Literature Telephone	TOTAL: \$114,470

TABLE II GOALS AND OBJECTIVES

Police Community Relations - City of Wilmington

FA-7-71	FA-21-72	FA-103-72	FA-13-73	74-072
<u>I. Goal(s):</u> 1. To strengthen police relationships with the community.	<u>I. Goal(s):</u> 1. To improve relations between the Wilmington Bureau of Police and the community.	<u>I. Goal(s):</u> 1. To establish a Community Relations Service Center in a public housing area (area was not chosen at the time of application).	<u>I. Goal(s):</u> 1. To close an existing communications gap between the Bureau of Police and the citizens it proposes to protect.	<u>I. Goal(s):</u> 1. To continue and expand the community relations program.
<u>II. Objectives:</u> 1. To provide 3,600 man hours for off-duty officers to work with groups throughout the city. 2. To provide travel funds for police to associate with minority and hard-core poverty juveniles. 3. To provide a mobile office which will allow citizens to voice complaints and discuss community problems. 4. To provide community relations literature.	<u>II. Objectives:</u> 1. To provide support items for Community Service Officers. 2. To provide training in human relations for Community Service Officers.	<u>II. Objectives:</u> 1. To reduce crime within the selected area. 2. To serve as a link between the community and the police. 3. To upgrade the quality of police services to a selected area. 4. To employ a Community Service Officer.	<u>II. Objectives:</u> 1. To provide 4,100 man-hours for off duty officers to work with groups throughout the city. 2. To provide specialized training for two members of the Community Relations Unit. 3. To provide rental for two conventional vehicles to be utilized by Community Relations personnel.	<u>II. Objectives:</u> 1. To provide an opportunity for off-duty police officers and youth to interact. 2. To continue the Community Service Center in the South-bridge area. 3. To provide community relations literature. 4. To continue existing programs funded under FA-103-72 and FA-13-73.

TABLE III ACCOMPLISHMENTS

Police Community Relations - City of Wilmington

FA-7-71	FA-21-72	FA-103-72	FA-13-73	74-072
<u>I. Accomplishments:</u>	<u>I. Accomplishments:</u>	<u>I. Accomplishments:</u>	<u>I. Accomplishments:</u>	<u>I. Accomplishments:</u>
<ol style="list-style-type: none"> 1. 3,685 off-duty man-hours were spent at neighborhood youth centers and clubs. 2. Took 120 boys on weekend camping trips. 3. Took 250 boys to Phillies baseball games. 4. Took 200 boys to 76'ers games. 5. Established a rod and gun and photography club. 6. Established a "ride along" program for area citizens. 	<p>The following equipment was purchased which supported the Community Service Officer program:</p> <p>Raingear for each CSO Uniforms for each CSO 16 radio receivers 1 handi-talkie radio</p>	<ol style="list-style-type: none"> 1. Established a community relations office in the Southbridge area. (1) 2. Employed a Community Service Officer. 3. Presented films once each week 4. Held weekly dances in the Southbridge area. 5. Conducted informal rap sessions with Southbridge youth. 	<ol style="list-style-type: none"> 1. 77 officers participated in the community visitation program. 2. Took 140 boys on weekend camping trips. 3. Took 17 boys to 76'ers basketball game. 4. Involved 90 residents in the "ride-along" program. 5. Established an Explorer Scout Post. (2) 6. Established a Judo Club. 	<ol style="list-style-type: none"> 1. 520 off-duty man hours were spent at neighborhood youth centers and clubs. 2. Took 198 boys on weekend camping trips. 3. Took 320 boys to Phillies baseball games. 4. Took 36 boys to 76'ers games. 5. Involved 208 civilians in the "ride along" program. 6. Provided 5,000 brochures and 3,000 criminal justice certificates.

(1) The Southbridge office was closed when this grant terminated.

(2) The Explorer Post is still in existence.

TABLE IV BUDGET CATEGORIES

Police Community Relations -- City of Newark

Budget Categories	FA-27-72 9/1/72 - 3/15/74	FA-28-72 9/1/72 - 8/31/73	FA-49-73 7/1/73 - 6/30/74	74-065 7/1/74 - 6/30/75	75-062 7/1/75 - 12/31/75	Total-5 Grants 9/1/72 - 12/31/75
DARC Support	\$ 7,725	\$16,183	\$ 8,000	\$12,617	\$ 9,500	\$54,025
Grantee Support	\$ 4,058	\$ 6,548	\$ 4,208	\$ 3,796	\$ 1,056	\$19,666
State Support	-0-	-0-	-0-	-0-	-0-	-0-
Personnel	\$10,383	\$ 500	\$ 8,508	\$13,613	\$10,256	\$43,260
Consultants	-0-	-0-	-0-	-0-	-0-	-0-
Travel	-0-	-0-	-0-	\$ 500	-0-	\$ 500
Supplies	-0-	\$ 3,415	\$ 1,200	\$ 1,375	\$ 300	\$ 6,290
Operating Expenses	-0-	-0-	-0-	\$ 175	-0-	\$ 175
Equipment	\$ 1,400	\$11,768	-0-	\$ 750	-0-	\$13,918
Other	-0-	\$ 7,048	\$ 2,500	-0-	-0-	\$ 9,548
Description of Expenses	Salary of a Community Service Officer Equipment to outfit a new police officer	Equipped Mobile Van Police radio w/ loud speaker Christmas program (presents, refms.) Needy families (food and cloth.) Display cases Coloring books and badges Film Literature	Salary of a Comm. Ser. Officer Dues for indiv. offs. to associate with local ser. clubs Christmas program Needy family prog.	Salary of a Comm. Serv. Officer. Travel (trans. and food) Christmas program Tournament fees (golf and bowling) Explorer jackets Tour materials Film	8 part-time Comm. Serv. Officers (\$3 per hour) Program materials	TOTAL: \$73,691

TABLE V GOALS AND OBJECTIVES
Police Community Relations - City of Newark

FA-27-72	FA-28-72	FA-49-73	74-065	75-062
<p><u>I. Goal(s):</u></p> <p>1. To build lines of communication and establish personal dialogue between the public and police.</p>	<p><u>I. Goal(s):</u></p> <p>1. To build lines of communication and establish personal dialogue between the public and police.</p>	<p><u>I. Goal(s):</u></p> <p>1. To continue the Police Community Relations Program.</p>	<p><u>I. Goal(s):</u></p> <p>1. To continue Newark's Community Service Officer and expand and improve the Department's Community Relation Program.</p>	<p><u>I. Goal(s):</u></p> <p>1. To improve the channels of communication and relations between the Newark Police Department and the university community.</p>
<p><u>II. Objectives:</u></p> <p>1. To employ a Community Service Officer (this officer would be in charge of the mobile van, police tours, Christmas Program, Needy Family Program, Officer Bill Program, Operation Identification, and the U of D Winter-In Program.)</p>	<p><u>II. Objectives:</u></p> <p>1. To purchase a mobile office community relations van. (1)</p> <p>2. To purchase the necessary equipment (mobile radio and loud speaker system) to make the mobile van an operational police vehicle.</p> <p>3. To purchase the necessary supplies to carry out a community relations program.</p>	<p><u>II. Objectives:</u></p> <p>1. To continue the Community Service Officer.</p> <p>2. To continue the Christmas and Needy Family Programs.</p> <p>3. To establish an officer's service club fund.</p>	<p><u>II. Objectives:</u></p> <p>1. To continue the Community Service Officer. (2)</p> <p>2. To continue the police headquarters tour program.</p> <p>3. To continue the Christmas Program.</p> <p>4. To initiate a program aimed at the Newark business community.</p> <p>5. To expand the Newark's Senior Citizen Prog.</p>	<p><u>II. Objectives:</u></p> <p>1. To employ eight (8) part-time Community Service Officers.</p> <p>2. To train these officers in various police functions.</p> <p>3. The CSO's will work 10 to 20 hours per week on community relations and service oriented police functions.</p> <p>4. To conduct a subjective evaluation during the sixth month of the project.</p>

- (1) On April 4, 1975, the community relations van was damaged in an accident, making it inoperable. It has yet to be repaired, although plans have been made to do so.
- (2) As of January 1, 1976, the full-time Community Service Officer was discontinued, and his duties and responsibilities were distributed among the total department and the eight part-time Community Service Officers.

TABLE VI ACCOMPLISHMENTS

Police Community Relations - City of Newark

FA-27-72	FA-28-72	FA-49-73	74-065	75-062
<u>I. Accomplishments:</u> 1. Employed a Community Services Officer. 2. 1,297 children and adults were given guided tours of the police department. 3. 1,546 children and adults were reached through lectures to schools and service agencies. 4. 7 display cases were constructed within the police headquarters. 5. The Police Community Services Officer participated in approximately 20 community projects and contests.	<u>I. Accomplishments:</u> 1. A Community Services Van was purchased (24' Concord Motor Home) 2. Operation Identification was begun. 3. Established a bike registration program. 4. Established a Christmas Program for the community. 5. Established a Needy Family Fund. 6. Distributed approximately 600 comic books to children.	<u>I. Accomplishments:</u> 1. 750 children and adults were given guided tours of the police department. 2. 306 children and adults were reached through lectures to schools and service agencies. 3. Continued Operation Identification. 4. Continued bike registration program. 5. Continued Christmas Program. 6. Continued Needy Family Program.	<u>I. Accomplishments:</u> 1. 636 children and adults were given guided tours of the police department. 2. 771 children and adults were reached through lectures to schools and service agencies. 3. Established senior citizen's golf and bowling tournaments. 4. Established a Rape Crisis Program. 5. Literature was distributed to the business community.	<u>I. Accomplishments:</u> 1. 7 CSO's were employed. (1) 2. CSO's were provided with 4 hrs of training per day for 10 days. 3. Each officer is now working a minimum of 18 hours per week.

(1) There are presently six CSO's involved in the program.

TABLE VII BUDGET CATEGORIES
Police Community Relations - New Castle County

Budget Categories	FA-112-70 9/1/71 - 9/30/72	FA-34-72 9/1/72 - 9/30/73	FA-50-73 7/1/73 - 9/30/74	74-014 9/1/74 - 8/31/75	Total 4 Grants 9/1/71 - 8/31/75
DARC Support	\$ 7,292	\$ 5,000	\$ 9,100	\$ 5,200 (1)	\$26,592
Grantee Support	\$41,433	\$ 8,323	\$ 3,033	\$ 577	\$53,366
State Support	0	0	0	0	0
Personnel	\$44,809	\$ 8,323	\$ 5,833	0	\$58,965
Consultants	0	\$ 5,000	0	0	\$ 5,000
Travel	0	0	\$ 1,000	\$ 1,000	\$ 2,000
Supplies	\$ 2,400	0	0	\$ 600	\$ 3,000
Operating Expenses	0	0	\$ 2,900	\$ 2,577	\$ 5,477
Equipment	\$ 1,516	0	\$ 2,400	\$ 1,000	\$ 4,916
Other	0	0	0	\$ 600	\$ 600
Description of Expenses	Educational equipment and training materials Police officers salaries (in-kind) Part-time secretary	Consultants to teach Community Relations Courses (60 hours of instruction and testing) Part-time salary of four police officers to organize and direct project	75% of patrolman's salary Travel to Community Relations Conferences Printing Audio-visual aids	Travel for post advisor Office supplies Printing costs Explorer texts Film rental	TOTAL: \$79,958

(1) \$3,930.55 of unexpended funds are being returned to DARC.

TABLE VIII GOALS AND OBJECTIVES

Police Community Relations - New Castle County

FA-112-70	FA-34-72	FA-50-73	74-014
<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To substantially reduce the student-police problems in cooperation with schools and educators. 	<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To equip the officer with skills and attitudes conducive to effective human and community relations in his daily responsibilities. 2. To increase the law enforcement officer's understanding of sound and human methods of enforcement in solving community tensions. 	<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To reduce community tension by providing trained, sympathetic and fair police interest in, and handling of, persons and situations from which severe community dislocation might arise. 	<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To provide for youthful participation and input into the Criminal Justice System and promote dialogue with the police.
<p><u>II. Objectives:</u></p> <ol style="list-style-type: none"> 1. To schedule police officer visits to schools on a revolving basis. To present lectures, films and group discussions on police, community and youth problems. 2. Where special problems are found, to assign officers as liaison with school administrators to effect solutions to these problems. 3. To identify problem youth and with the liaison between police and school guidance personnel to effect adequate solutions. 	<p><u>II. Objectives:</u></p> <ol style="list-style-type: none"> 1. To provide in-service instruction to members of the New Castle County Police Department in selected police related fields. 2. To encourage participation of local community personnel and/or community service agencies in the training of police personnel. 	<p><u>II. Objectives:</u></p> <ol style="list-style-type: none"> 1. To initiate and continue programs aimed at fostering and improving county police services, and communicating with community members. 	<p><u>II. Objectives:</u></p> <ol style="list-style-type: none"> 1. To establish an Explorer Post with a police officer as advisor. 2. To train young adults for future opportunities in the Criminal Justice field. 3. To provide a positive approach to the prevention of juvenile delinquency by involving the peer group.

TABLE IX ACCOMPLISHMENTS

Police Community Relations - New Castle County

FA-112-70	FA-34-72	FA-50-73	74-014
<u>III. Accomplishments:</u>	<u>III. Accomplishments:</u>	<u>III. Accomplishments:</u>	<u>III. Accomplishments:</u>
<ol style="list-style-type: none"> 1. The Community Relations Unit procured films and educational materials for presentation to students, faculty, and administrators. 2. Educational booklets were published and distributed to schools and civic organizations. 3. A police coloring book was published and distributed to lower elementary school-aged children. 	<ol style="list-style-type: none"> 1. An in-service training program consisting of four separate sessions was developed and presented. 2. Eighty percent of the department participated in the first two sessions. (Classes were conducted twice a week for one month. 3. The final two sessions were presented to selected personnel who were in need of specialized training and to personnel who would be acting as police instructors. 	<ol style="list-style-type: none"> 1. Officers in the Community Relations Unit continued the lecture series at schools and civic associations. (1) 2. A "Blockwatcher Program" involving 103 community residents was implemented. 3. Brochures describing the "Officer Bill" and "Blockwatcher" programs were distributed. 4. A course, "Youth and the Law" was presented at Claymont High School. 5. An average of 13 talks were given to area civic groups each month. 6. Two officers were trained at the National Association of Police Community Relations workshop (IACP). 	<ol style="list-style-type: none"> 1. An Explorer Post with a police officer as advisor was established. (2) 2. A total of 40 Explorers went on field trips to Washington, D.C. and New York. 3. The Post president attended the National Explorer Conference in Washington, D.C. 4. Four training films (Neighborhood Watch, You and the Law, What'll I Do If, Types of Locks) were shown to the Post. 5. Training programs were conducted in such areas as burglary investigation, malicious mischief, fingerprinting, patrol techniques and accident investigation.

(1) The community relations functions previously performed by the Community Relations Unit have now been transferred to the eight man Crime Prevention Unit.

(2) The Explorer Post was discontinued August 31, 1975.

TABLE X BUDGET CATEGORIES

Police Community Relations - Delaware State Police

Budget Categories	74-001 8/2/74 - 4/30/75	75-059 9/1/75 - 4/30/76	74-064 9/1/74 - 10/31/75	Total 3 Grants 8/2/74 - 4/30/76
DARC Support	\$5,887	\$3,150	\$4,000 (1)	\$13,037
Grantee Support	0	0	0	0
State Support	\$ 654	\$ 350	\$ 444	\$ 1,448
Personnel	0	0	0	0
Consultants	0	0	\$ 280	\$ 280
Travel	0	0	0	0
Supplies	0	0	\$1,180	\$ 1,180
Operating Expenses	\$2,186	\$1,932	0	\$ 4,118
Equipment	\$3,419	\$ 258	\$2,984	\$ 6,661
Other	\$ 936	\$1,310	0	\$ 2,246
Description of Expenses	Fees for referees, basketballs, uniforms, and a trip to a 76'ers game.	Fees for referees, basketballs, uniforms, and a trip to a 76'ers game.	For purchase of equipment such as cameras, projectors film, film processing, brochures.	Total: \$14,485

(1) \$1,243.15 of unexpended funds have been returned to DARC.

TABLE XI GOALS, OBJECTIVES AND ACCOMPLISHMENTS

Police Community Relations-- Delaware State Police

State Police Youth Activities		Community Awareness Presentations
74-001	75-059	74-064
<u>I. Goal(s):</u> 1. To change the unfavorable image of the State Police held by many youth and to promote increased understanding between the youth and the State Police. 2. To develop personal relationships between the state police and area youth. 3. To identify pre-delinquents and troubled youth before a crime is committed.	<u>I. Goal(s):</u> 1. To promote understanding between the State Police and troubled youth.	<u>I. Goal(s):</u> 1. To convey the message to citizens of Delaware that there are some positive steps which they may take to protect themselves from crime.
<u>II. Objectives:</u> 1. To establish a basketball league of 24 teams of 10 youths each, to be coached by volunteer police officers. 2. Potential problem youth identified by school administrators would be asked to participate. Other players would be taken from the general student body on a voluntary basis.	<u>II. Objectives:</u> 1. To continue the basketball league of 20 teams, of 10 youth each, coached by volunteer police officers.	<u>II. Objectives:</u> 1. To develop a slide presentation on rape prevention and one on burglary prevention composed of pictures of local areas familiar to the audience where such crimes have occurred. 2. To make a minimum of 200 addresses with these presentations to local community organizations such as PTA's, civic associations and service clubs.
<u>III. Accomplishments:</u> 1. A basketball league was created and in operation by December, 1974. 2. A total of 36 policemen participated as coaches and managers. 3. A total of 200 youth (20 teams) participated, including one team composed of youth from Ferris School. 4. Of the 200 youth participating, 53 (27%) were identified as delinquent by police or school officials (this includes the 10 youth from Ferris). 5. The season was successfully completed with a championship game and a trip to a 176'ers game.	<u>III. Accomplishments:</u> 1. Players have been selected and 20 teams have been organized. 2. Uniforms and other equipment have been distributed. 3. Practices and games are being held. 4. Approximately the same percentage as last year (27%) have been identified as delinquent youth by police or school officials.	<u>III. Accomplishments:</u> 1. A rape prevention presentation was developed and presented to 48 groups involving approximately 2,700 people. 2. The burglary prevention presentation has not been financed. Although the visual part is complete, the accompanying narrative has not been written.

TABLE XII BUDGET CATEGORIES

Police Community Relations - Bureau of Juvenile Corrections

Police Youthful Offender Aid Project

Budget Categories	74-010 3/21/74 - 12/31/75 (Total 1 Grant)
DARC Support	\$19,113
Grantee Support	0
State Support	\$ 2,124
Personnel	\$21,237 (overtime)
Consultants	0
Travel	0
Supplies	0
Operating Expenses	0
Equipment	0
Other	0
Description of Expenses.	Overtime for police officers who spent time with youth in custody of the Bureau of Juvenile Corrections.

TABLE XIII GOALS, OBJECTIVES, AND ACCOMPLISHMENTS
Police Community Relations - Bureau of Juvenile Corrections
Police Youthful Offender Aid Project

74-010

I. Goal(s):

- i. To encourage relationships between police and youth in the custody of the Bureau of Juvenile Corrections by providing an opportunity for children to relate to authority as symbolized by police.

II. Objectives:

1. To enable approximately 100 police officers to participate in recreational activities, special field trips, group and one-to-one counseling and rap sessions with youth in the custody of the Bureau of Juvenile Corrections.

III. Accomplishments:

1. Approximately 15 police officers have continually participated in the project. (1)
2. An evaluation completed by the Bureau of Juvenile Corrections involving a total of 44 youth (28 experimental and 16 control) and 41 police officers (10 experimental and 31 control) reported the following:
 - a. "No significant differences were found, indicating that the youth who had had contact with police did not significantly change their attitude toward authority nor police in particular."
 - b. "A significant difference in change of attitude toward police was found when the three different types of contact (i. e. community group meeting vs. basketball and weightlifting vs. one-to-one contact) were compared. It was found that significantly more improvement in attitudes toward the police occurred for those youth involved in one-to-one contact than for those involved in the other two types of contact."
 - c. "As the number of hours of contact between police and youth increase, the improvement in attitude toward police also increases."

(1) Approximately 30 officers have participated in the program since its inception.

TABLE XIV BUDGET CATEGORIES

Police Community Crime Prevention - City of Wilmington

Budget Categories	DF-75-73 7/1/73 - 7/28/74	74-040 7/29/74 - 8/4/75	75-061 7/1/75 - 6/30/76	Total 3 Grants 7/1/73 - 6/30/76
DARC Support	\$104,875	\$46,000	\$31,000	\$181,875
Grantee Support	\$ 5,150	\$ 5,115	\$ 1,722	\$ 11,987
State Support	0	0	\$ 1,722	\$ 1,722
Personnel	\$ 72,750 (ot)	\$45,623 (ot)	\$27,000 (ot)	\$145,373 (over- time)
Consultants	0	0	0	0
Travel	0	0	\$ 4,000	\$ 4,000
Supplies	\$ 2,150	\$ 3,630	\$ 2,500	\$ 8,280
Operating Expenses	0	0	0	0
Equipment	\$ 35,125 (1)	\$ 1,862	\$ 470	\$ 37,457
Other	0	0	\$ 474	\$ 474
Description of Expenses	Overtime for officers involved in various crime prevention programs.	Overtime pay for officers involved in various crime prevention programs. Supplies such as pamphlets, brochures, posters, etc. Equipment - alarm equipment and tools for installation.	Overtime pay for officers involved in Educated Neighborhood, and Protected Neighborhood Programs. To conduct security surveys, to visit and co-operate with community organizations. Travel for recreational, cultural and educational outings for youth. Also, send officers to various schools to increase their knowledge. Supplies such as brochures, posters, pamphlets. Alarm system.	TOTAL: \$195,584

(1) Includes equipment purchased both for the Community Crime Prevention Unit and the Investigative Strike Force.

TABLE XV GOALS, OBJECTIVES AND ACCOMPLISHMENTS

Police Community Crime Prevention - City of Wilmington

DF-75-73	74-040	75-061
<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To reduce the number of robberies and burglaries committed in Wilmington by 20%. 	<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To control the crimes of robbery and burglary in the city of Wilmington. 	<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To maximize the effectiveness of the Wilmington Bureau of Police in the area of crime prevention. 2. To share information with the citizens of Wilmington that will allow them to feel and be more secure in their everyday lives in the city.
<p><u>II. Objectives:</u></p> <p>To conduct the following crime prevention programs:</p> <ol style="list-style-type: none"> 1. Security of the Home 2. Mr. Victim 3. Education of the Storekeeper 4. Commercial Alarm System 5. High Visibility Patrol 	<p><u>II. Objectives:</u></p> <p>To conduct the following programs:</p> <ol style="list-style-type: none"> 1. Security of the Home 2. Mr. Victim 3. Education of the Storekeeper 4. Commercial Alarm System 5. High Visibility Patrol 6. Identification Engraving 7. Neighborhood Watch 	<p><u>II. Objectives:</u></p> <p>To conduct the following programs:</p> <ol style="list-style-type: none"> 1. Educated Neighborhood 2. Protected Neighborhood 3. Security in the Home 4. Educated Youth 5. Mr. Victim 6. Commercial Alarm System
<p><u>III. Accomplishments:</u></p> <p>In relation to the crime prevention programs to be conducted, the following was achieved:</p> <ol style="list-style-type: none"> 1. Security of the Home - a total of 8 lectures were given. The attendance was unknown. 2. Mr. Victim - a total of 1,272 homes were visited. 3. Education of Storekeeper - a total of 461 businesses were visited. 4. Commercial Alarm System - 20 alarms were installed. 10 cases were cleared due to installations. 5. High Visibility Patrol - a total of 6,728 additional hours were spent on patrol by uniformed police in selected areas. 	<p><u>III. Accomplishments:</u></p> <p>In relation to the programs to be conducted, the following was accomplished:</p> <ol style="list-style-type: none"> 1. Security of the Home - 33 meetings with a total of 2,911 persons attending. 2. Mr. Victim - a total of 1,817 residential checks were made. 3. Education of the Storekeeper - a total of 559 business surveys were conducted. 4. Identification Engraving - not carried out as a separate program, but was incorporated into the Mr. Victim program. 5. High Visible Patrol - a total of 5,320 additional hours were spent on patrol by uniformed officers in selected areas. 6. Neighborhood Watch - a total of 12 meetings with 1,336 persons attending were held. 7. Commercial Alarm - 10 alarm systems were purchased and installed in various businesses. 	<p><u>III. Accomplishments:</u></p> <ol style="list-style-type: none"> 1. Neighborhood Watch Program - 37 meetings conducted with 1,070 persons in attendance. 2. Security of the Home Program - 15 lectures with 825 persons in attendance. 3. Educated Youth - 13 meetings with 115 youth in attendance. 4. Protected Neighborhood - approximately 2,800 man hours of time has been served by the auxiliary police in various functions such as ride along and supplemental patrol. Auxiliary police were given 32 hours of training. 5. Mr. Victim Program - 1,255 security checks were conducted. 6. Commercial Alarm Program - 28 cameras and/or alarms were installed. One hit with three subjects apprehended; 15 responses to crimes in progress.

TABLE XVI BUDGET CATEGORIES

Police Community Crime Prevention - New Castle County

Budget Categories	FA-37-72 9/1/72 - 9/30/73	75-060 7/1/75 - 6/30/76	Total 2 Grants 9/1/72 - 6/30/76
DARC Support	\$1,000	\$28,350	\$29,350
Grantee Support	\$1,258	\$ 3,150	\$ 4,408
State Support	0	0	0
Personnel	\$1,258	\$15,000 (overtime)	\$ 1,258 (salaries) \$15,000 (overtime)
Consultants	0	0	0
Travel	\$ 800	0	\$ 800
Supplies	0	\$ 5,300	\$ 5,300
Operating Expenses	0	\$ 9,200	\$ 9,200
Equipment	\$ 200	\$ 2,000	\$ 2,200
Other	0	0	0
Description of Expenses	Tuition and registration for training Salaries of two officers attending training for a total of five weeks (in-kind)	Overtime for police officers making crime prevention presentations Films, pamphlets, projectors, newspaper and radio advertisements	TOTAL: \$33,758

TABLE XVII GOALS, OBJECTIVES AND ACCOMPLISHMENTS

Police Community Crime Prevention - New Castle County

FA-37-72	75-060
<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To develop the following types of crime prevention programs: <ol style="list-style-type: none"> a. Prevention through mechanical devices (use of locks, lights, etc.) b. Prevention through control conditions (enforcement of housing codes, crowd control) c. Prevention of the opportunity to commit crimes. 	<p><u>I. Goal(s):</u></p> <ol style="list-style-type: none"> 1. To have a positive reaction on the crimes of theft, robbery and burglary.
<p><u>II. Objectives:</u></p> <ol style="list-style-type: none"> 1. To train two County police officers on the development of community wide crime prevention programs with an emphasis on security. 2. To have these two officers return to New Castle County and be able to present to departmental personnel and the general public current theories on community planning with an emphasis on crime prevention. 	<p><u>II. Objectives:</u></p> <ol style="list-style-type: none"> 1. To make 48 civic association crime prevention lectures. 2. To make 1,680 resident contacts. 3. To give security checks to 125 businesses. 4. To make 500 contacts after victimization occurs. 5. To make 310 security checks before anticipated victimization occurs.
<p><u>III. Accomplishments:</u></p> <ol style="list-style-type: none"> 1. Two officers were trained in crime prevention. (Crime Prevent. School, Louisville, Kentucky) 2. These two officers presented in-service training to all police personnel. Yearly refresher courses were also taught. 3. Two community and business related crime prevention programs (Crime Prevention for Construction Sites and Crime Prevention Surveys) were initiated. 	<p><u>III. Accomplishments:</u></p> <p>As of December 30, 1975:</p> <ol style="list-style-type: none"> 1. 59 crime prevention lectures have been given; 2. 2,998 residents contacts were made; 3. 83 contacts with victims have occurred; and, 4. 24 security checks were made.

TABLE XVIII BUDGET CATEGORIES (TOTALS)

Police Community Relations Projects

Budget Categories	(5 grants) City of Wilmington	(5 grants) City of Newark	(4 grants) New Castle County	(3 grants) Delaware State Police	(1 grant) Bureau of Juv. Correc.	TOTAL - 18 Grants
DARC Support	\$ 74,553	\$54,025	\$26,592	\$13,037	\$19,113	\$187,320
Grantee Support	\$ 21,917	\$19,666	\$53,366	-0-	-0-	\$ 94,949
State Support	\$ 18,000	-0-	-0-	\$ 1,448	\$ 2,124	\$ 21,572
Personnel	\$ 26,456 (sal.) \$ 57,178 (o/t.)	\$43,260 (sal.)	\$58,965 (sal.)	-0-	-0- (sal.) \$21,237 (o/t.)	\$128,681 (salaries) \$ 78,415 (overtime)
Consultants	-0-	-0-	\$ 5,000	\$ 280	-0-	\$ 5,280
Travel	\$ 12,755	\$ 500	\$ 2,000	-0-	-0-	\$ 15,255
Supplies	\$ 5,668	\$ 6,290	\$ 3,000	\$ 1,180	-0-	\$ 16,138
Operating Expenses	\$ 6,097	\$ 175	\$ 5,477	\$ 4,118	-0-	\$ 15,867
Equipment	\$ 4,891	\$13,918	\$ 4,916	\$ 6,661	-0-	\$ 30,386
Other	\$ 1,425	\$ 9,548	\$ 600	\$ 2,246	-0-	\$ 13,819
Total	\$114,470	\$73,691	\$79,958	\$14,485	\$21,237	\$303,841

TABLE XIX BUDGET CATEGORIES (TOTALS)

Police Community Crime Prevention Projects

Budget Categories	(3 Grants) City of Wilmington	(2 Grants) New Castle County	Total - 5 Grants
DARC Support	\$181,875	\$29,350	\$211,225
Grantee Support	\$ 11,987	\$ 4,408	\$ 16,395
State Support	\$ 1,722	0	\$ 1,722
Personnel	\$145,373 (o/t)	\$ 1,258 (sal.) \$15,000 (o/t)	\$ 1,258 (salaries) \$160,373 (overtime)
Consultants	0	0	0
Travel	\$ 4,000	\$ 800	\$ 4,800
Supplies	\$ 8,280	\$ 5,300	\$ 13,580
Operating Expenses	0	\$ 9,200	\$ 9,200
Equipment	\$ 37,457	\$ 2,200	\$ 39,657
Other	\$ 474	0	\$ 474
Total	\$195,584	\$33,758	\$229,342

TABLE XX BUDGET CATEGORIES (TOTALS)

Police Community Relations and Crime Prevention Projects

Budget Categories	Police Community Relations Projects	Police Community Crime Prevention Projects	Total - 23 Grants
DARC Support	\$ 187,320	\$211,225	\$398,545
Grantee Support	\$ 94,949	\$ 16,395	\$111,344
State Support	\$ 21,572	\$ 1,722	\$ 23,294
Personnel	\$ 128,681 (salaries) \$ 78,415 (overtime)	\$ 1,258 (salaries) \$160,373 (overtime)	\$129,939 (salaries) \$238,788 (overtime)
Consultants	\$ 5,280	0	\$ 5,280
Travel	\$ 15,255	\$ 4,800	\$ 20,055
Supplies	\$ 16,138	\$ 13,580	\$ 29,718
Operating Expenses	\$ 15,867	\$ 9,200	\$ 25,067
Equipment	\$ 30,386	\$ 39,657	\$ 70,043
Other	\$ 13,819	\$ 474	\$ 14,293
Total	\$ 303,841	\$229,342	\$533,183

SECTION III

CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS

Conclusions were drawn by means of an inductive internal analysis. In reasoning inductively, the authors began first with observations and discussions of particular facts or events and on the basis of these discussions generalized to similar, but unobserved facts or events. Thus, we moved from the particular to the general. These conclusions were then compared with one another and with data from written documents and reports. For these reasons, there was no statistical treatment of data.

Generally, the approach to police community relations has been unimaginative and has consisted mainly of token gestures to youth and the elderly or communication only with those groups which already supported the police. More specifically, the authors concluded that the majority of projects:

1. were marginal to the operations of the Department.

All of the community relations programs were established as a function separate from patrol, detection, investigation, and other traditional purposes of policing. Because the "separateness" of community relations was emphasized, the concept was not operationalized in all aspects of departmental operations.

2. were built around safe issues. The majority of the police community relations programs avoided issues which divided the police from the community. The CR officers tended to instead deal with "safe" issues like drug education, burglary prevention and youth recreation. The basic reason for having formed such units in the first place - citizen hostility and minority complaints - was rarely discussed much less dealt with.

3. were overly concerned with the police image. Most of the programs were concerned with the police image and selling the police to the public. Seldom were programs devised to question the role of the police, the effectiveness of current practices, or the extent to which police priorities reflect those of the community. Instead of developing a free and flowing dialogue with the public, the police have frequently been resentful of criticism blaming the rising crime rate on the inefficiency and ineffectiveness of the courts and correction.

4. were plagued by a lack of administrative commitment. In certain programs, the lack of administrative commitment was clearly communicated to other members of the department. Low budgets, employment of civilians, lack of training and other characteristics have communicated to the police department that community relations is not a serious activity. In no case did the head of the police community relations unit report directly to the chief administrator and in some departments he was three levels removed.

5. were inordinately involved with youth programs. Although examples were cited of programs designed and implemented for the adult population, it was estimated that approximately 75 percent of the police community relations effort was expended on that segment of the population from ages 6 through 16.

6. were based upon unclear and abstract objectives. To the extent that objectives were defined, they tended to be cast in generalities like "to improve relations between the police and the community" or "to promote understanding between the police and youth". Without clear goals and attempts to measure its progress toward those goals, it became literally impossible for a department to determine whether the program had succeeded.

7. were discontinued with the cessation of federal funds. There is no longer in the state of Delaware a separate and distinct police community relations unit supported with DARC funds. With the cessation of federal funds, all formal programs were discontinued and their activities were distributed throughout the department or to the police community crime prevention unit.

It should be indicated that the majority of the above problems were noted by the subgrantees and steps were taken to rectify the previous conditions prior to any formal DARC evaluation.

As early as 1973, both the City of Wilmington and New Castle County established Crime Prevention Programs which targeted specific crimes and specific populations. Attempts were made to abandon the "shotgun" approach to community relations and instead initiate and implement a community-oriented attitude within the context of solving and reducing crime.

Recent applications for community crime prevention funds have evidenced the departments desire to organize their patrol force in a manner that encourages individual or unit accountability, that stresses community service as a patrol objective and that undertakes specialized operations with clear goals in mind. The "humanization" of the bureaucracy and the freedom to respond to community concerns, rather than a separate isolated individual or unit, should have an important positive impact on the police relationship with the community.

B. RECOMMENDATIONS

1. The Annual Action Comprehensive Plan for the State of Delaware should discontinue the use of a program category for Police Community Relation and a second category for Community Crime Prevention. It is the authors opinion that these terms are redundant and in essence are duplicative of like concerns and activities. It is therefore recommended that the Police Community Relations Program be dropped from the 1977 Comprehensive Plan.

2. Although the authors are quite favorable toward and supportive of the Community Service Officer concept as operationalized by the City of Newark, it is their belief, along with FBI personnel, that such a program should not be funded within the community relations category. Since the major purposes of such a program are to: (1) increase police service

capabilities through the involvement of students who handle non-enforcement tasks; (2) close the gap between the volume of calls for police service and the department personnel available to respond to these calls; and, (3) relieve regular police officers of certain types of service calls so that they would be available for more serious police work, it is felt that such a concept more likely fits under community crime prevention or even detection, deterrence and apprehension.

3. The police community and the Delaware Agency to Reduce Crime should look favorably on training programs which are designed to prepare the officer to exercise proper discretion, and to understand the community and the non-criminal role of the police. Police community relations are not the function of any single person or group of persons but rather, the duty and responsibility of every member of the department. The department that strives to improve its efficiency and effectiveness will also guarantee an improvement in its community relations.

4. In developing promotional standards and procedures, emphasis should be placed upon assessing the performance of officers in non-criminal situations as well as criminal ones. Police procedures on the street, where most community contact occurs, should be regulated and any misconduct such as physical or verbal abuse, discrimination or discourtesies, should be investigated and appropriately disciplined.

5. Every department should establish a formal method for handling civilian complaints fairly and effectively. An ade-

quate complaint procedure must include: (1) a publicly known way in which to lodge a complaint; (2) a publicly known method of processing and investigating these complaints; and, (3) a way of informing the complainant of the disposition.

6. The police must be willing to take a more active role in working with other agencies and groups concerned with crime control and prevention, such as neighborhood block watches, business associations, civic organizations and courts and corrections. Police community relations also implies inter-agency relations.

BIBLIOGRAPHY

A. BOOKS

1. Caro, Francis G., (ed). Readings in Evaluation Research. New York, Russell Sage Foundation, 1975.
2. Kenney, John P., Police Administration. Springfield: Charles C. Thomas Publishers, 1972.

B. PUBLICATIONS OF THE GOVERNMENT, LEARNED SOCIETIES AND OTHER ORGANIZATIONS

1. Cizon, Francis A. and William H.T. Smith, Police Community Relations Training. U. S. Department of Justice, Law Enforcement Assistance Administration, Washington, D.C., 1970.
2. Harlow, Eleanor. "Problems in Police-Community Relations: A Review of the Literature". Information Review. National Council on Crime and Delinquency, I, 5, 1969.
3. Monroe, Lawrence J. "Police-Community Relations: A Question of Internal Acceptance". FBI Academy, Quantico, Virginia, 1975.
4. "Neighborhood Assistance Officer Program: Dayton, Ohio". U. S. Department of Justice Law Enforcement Assistance Administration, Washington, D.C., 1975.
5. Police. National Advisory Commission on Criminal Justice Standards and Goals. Government Printing Office, 1973.
6. Wasserman, Robert et.al., Improving Police/Community Relations. U. S. Department of Justice, Law Enforcement Assistance Administration, Washington, D.C., 1973.

ABSTRACT

Since 1971, the Delaware Agency to Reduce Crime has provided \$533,183 for the development and/or improvement of police community relations/crime prevention projects. In order to depict past successes or omissions, and chart a course for future development and implementation, the authors constructed an evaluation design composed of: (1) a review of the literature, (2) an analysis of twenty-three prior grants; and, (3) a summary section, hypothesizing certain conclusions and recommendations.

The investigation began with the collection and examination of documentary records upon which were added, the perceptions of project personnel, the advice and counsel of national PCR instructors and writings from known scholars and practitioners in the field. Conclusions were drawn by means of an internal analysis; moving from the particular to the general. For these reasons, there was no statistical treatment of data. Some of the major findings were as follows:

1. To date, twenty-three grants have been awarded to five jurisdictions for the implementation and improvement of police community relations/community crime prevention efforts. A total of \$303,841 was allocated for community relations projects, whereas, \$229,342 was allocated for crime prevention projects. The largest single allocation (\$368,727) was for personnel, of which 65 percent (\$238,788) was for overtime.

2. The majority of funded projects were:

- (a) marginal to the operations of the Department,
- (b) built around safe issues;
- (c) overly concerned with the police image;
- (d) plagued by a lack of administrative commitment;
- (e) inordinately involved with youth programs;
- (f) based upon unclear and abstract objectives; and,
- (g) discontinued with the cessation of federal funds.

However, as early as 1973, subgrantees recognized many of the above problems and abandoned the "shotgun" approach to community relations in favor of community crime prevention efforts targeted at certain specific crimes and populations. There now appears to be a general recognition that the most effective way to improve police community relations is to improve the quality of service provided by the police.

As part of their recommendations for program improvement, the authors suggest that:

1. the Comprehensive Plan discontinue the use of separate categories for Police Community Relations and Police Community Crime Prevention;

2. the community service officer concept, as operationalized by the City of Newark be placed within the Community Crime Prevention or Detection, Deterrence and Apprehension categories;

3. the police community and the Delaware Agency to Reduce Crime look favorably on training programs which encompass the non-criminal role of the police;

4. in developing promotional standards and procedures, emphasis be placed upon assessing the performance of officers in non-criminal situations as well as criminal ones;

5. police procedures on the street, where most community contact occurs, be regulated and any misconduct such as physical or verbal abuse, discrimination or discourtesies, be investigated and appropriately disciplined;

6. every department establish a formal method for handling complaints fairly and effectively; and,

7. the police take a more active role in working with other agencies and groups concerned with crime control and prevention.

END