# AWARD-WINNING COMMUNITY POLICING STRATEGIES

A REPORT FOR THE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
COMMUNITY POLICING COMMITTEE

CARLOS FIELDS
*U.S. Department of Justice, COPS Office*

**COPS**
COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

## ABOUT THE IACP

The International Association of the Chiefs of Police (www.theiacp.org) is the world's oldest and largest nonprofit membership organization of police executives, with more than 20,000 members in more than 100 different countries. IACP's leadership consists of the operating chief executives of international, federal, state, and local agencies of all sizes.

## ABOUT THE IACP COMMUNITY POLICING COMMITTEE

Following the community-policing philosophy of collaborative problem solving, the Committee has a diverse membership. Members include chiefs of police services of various sizes, academics, the private sector and corrections officials, all of whom are committed strongly to the goals of community policing.

## ABOUT THE OFFICE OF COMMUNITY ORIENTED POLICING SERVICES

The COPS Office was established as a result of the Violent Crime Control and Law Enforcement Act of 1994 to assist law enforcement agencies in enhancing public safety through the implementation of community policing strategies in jurisdictions of all sizes across the country. COPS provides funding to state, local, and tribal law enforcement agencies and other public and private entities to train community policing professionals, acquire and deploy cutting-edge crime-fighting technologies, and develop and test innovative policing strategies. This broad range of programs helps COPS offer agencies support in virtually every aspect of law enforcement, and it's making America safer, one neighborhood at a time. To learn more information about community policing strategies such as those discussed in this report please visit COPS Online at www.cops.usdoj.gov.

## LETTER FROM THE DIRECTOR OF COPS

Since 1995, the U.S. Department of Justice Office of Community Oriented Policing Services (COPS) has worked diligently to advance the manner in which community policing is practiced at the state and local level throughout the nation. COPS has invested $12.4 billion in support of this objective, including grants awarded to more than 13,000 state and local law enforcement agencies, training more than 500,000 law enforcement officers and local leaders, and by funding the development of numerous technical assistance resources that seek to increase the body of knowledge available on critical community policing issues.

This report offers a brief description of approaches that have been successfully developed and implemented at the local level to reduce crime and disorder. We are confident that many of the strategic principles documented in the report can be modified as needed and adopted by other law enforcement agencies in support of their efforts to develop and implement community policing programs that address challenges they may be confronting.

Moreover, the jurisdictions that implemented the approaches detailed in this report should be commended for their innovativeness and commitment to community policing. Undergoing the level of organizational change that is required to shift operational and strategic approaches to proactively fighting crime and disorder can be among the most significant challenges to successfully implementing comprehensive community policing solutions. It is no small feat. However, I'm certain that the law enforcement, local government, and community leaders from the jurisdictions referenced in this report would attest to the benefits of working smarter to fight crime through community policing.

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The COPS Office is grateful to the International Association of Chiefs of Police and the IACP Community Policing Committee for their ongoing leadership within the field, and for supporting the good work represented within this report. Over the years, their expertise has been a significant contributor to effective community policing, and they have been instrumental in furthering the mission of the COPS Office.

Congratulations to the Community Policing Award winners and finalists, and thank you again for your commitment to fighting crime and disorder through effective community policing approaches.

Carl R. Peed
Director
Office of Community Oriented Policing Services
U.S. Department of Justice

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# LETTER FROM THE CHAIR OF THE IACP COMMUNITY POLICING COMMITTEE

The Community Policing Committee of the International Association of Chiefs of Police comprises a dedicated group of police and community professionals who are passionate about community policing and its ability to build partnerships, solve problems, and improve quality of life.

The call of the Committee is to promote the philosophy of community policing, with its emphasis on initiative, ingenuity, and innovative approaches, among the 20,000 members of the IACP. This is done through various means, including: reviewing and distributing community oriented policing literature, training and research materials; compiling a network of professional law enforcement and academic experts on community policing; establishing links with public and private sector agencies to enhance communication, training and mutual problem solving; and by identifying, rewarding and portraying as models, agencies that have successfully implemented the community policing philosophy.

One of the main Committee activities for the past 10 years has been to identify and reward the best practices in community policing around the world. To that end, in 1998, the Community Policing Committee and its former partner, ITT Night Vision, developed the Community Policing Award to recognize outstanding community policing initiatives by law enforcement agencies worldwide. Since that time, the Committee has reviewed thousands of submissions from communities and agencies all over the world and recognized those that use the power of partnership to make our local, national, and global communities safer from crime and terrorism.

This work is a compilation of the best practices of the more than 50 winners and 150 finalists of the Community Policing Award. These best practices cover everything from traffic, gang, and drug problems to homeland security issues. They provide a viable framework for the delivery of improved police services that focus limited resources on issues specific to individual communities, and are also pertinent to all communities around the world.

Chief Todd Miller
Terrell (Texas) Police Services
Committee Chairman

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# INTRODUCTION

Since 1998, the IACP Community Policing Committee has presented the annual Community Policing Award to recognize the efforts of police departments in advancing community policing. This year, the members of the committee chose to highlight some of the most innovative approaches used by police departments from 1999 – 2006. After reviewing the profiles of 103[§] United States and International IACP community policing award winners and finalists, a number of community-policing strategies[§§] were identified as constructive elements in advancing local community policing efforts in these agencies.

This report organizes each strategy into one of five major community policing strategy categories, and provides a brief description of each of the major community policing strategy categories and individual strategies, as well as several examples of how some IACP Community Policing Award winners and finalists utilized the strategy in their community policing efforts. Finally, graphs and charts illustrate the use of each community policing strategy by category and by region.

This purpose of this report is to highlight the noteworthy work of the IACP Community Policing Award winners and finalists, as well as to inform law enforcement executives and others about innovative means to advance community policing and ensure safer communities for their residents.

[§] One hundred-three award winners and finalists profile were analyzed for this report. To avoid using repeat submissions, only 97 profiles are included in this report.

[§§] Departments also combined individual strategies into comprehensive efforts.

## SUMMARY OF FINDINGS

The results of the review of the 103 winners and finalists from 1996 to 2006 (see Figure 1) found the following:

- An overwhelming majority of departments included in this report combined multiple strategies for a comprehensive community policing approach.

- Resource and program development was the most frequent community policing strategy employed by the winners and finalists of the IACP Community Policing Award.

- Local police departments partnered with a variety of organizations and in the private and nonprofit sectors: including hospitals, mental health professionals, and local business owners.[§]  Other police departments partnered with public sector entities, such as social service agencies, local legislators, and others.

- The majority of the departments included in this report used some type or form of analysis, measurement, or evaluation to support their local community policing efforts. Whether implementing community assessments, conducting crime analysis, hosting focus groups, completing formal evaluations, or conducting surveys, these analyses lead to them developing more informed approaches to reducing crime and disorder problems.

- Another segment of the award winners and finalists focused on organizational development and change.  These local police departments incorporated individual community policing strategies such as strategic planning, program development, using civilian volunteers, training and other targeted community policing efforts.

[§] The award winners and finalists used the words "collaboration" and "partnerships".

- Local police departments also utilized a series of problem solving and prevention oriented community policing strategies. Among the individual community policing strategies used were Crime Prevention Through Environmental Design (CPTED), and Problem Oriented Policing (POP)and the SARA (Scanning, Analysis, Response, and Assessment) model.

- A moderate number of the award winners and finalists identified community engagement as a primary element in their community policing strategy.  These departments completed community assessments, educated segments of the community including both the public and private sectors, and engaged community members in crime prevention efforts.

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## SUMMARY OF AWARD WINNERS AND FINALISTS

Ninety-seven different local police departments, from 1999 to 2006, provided the results for our analysis discussed and illustrated in this report.  Figure 1 illustrates the number of award winners and finalists in each year.

**Figure 1 - IACP Community Policing Committee Award Winners and Finalists 1999-2006**
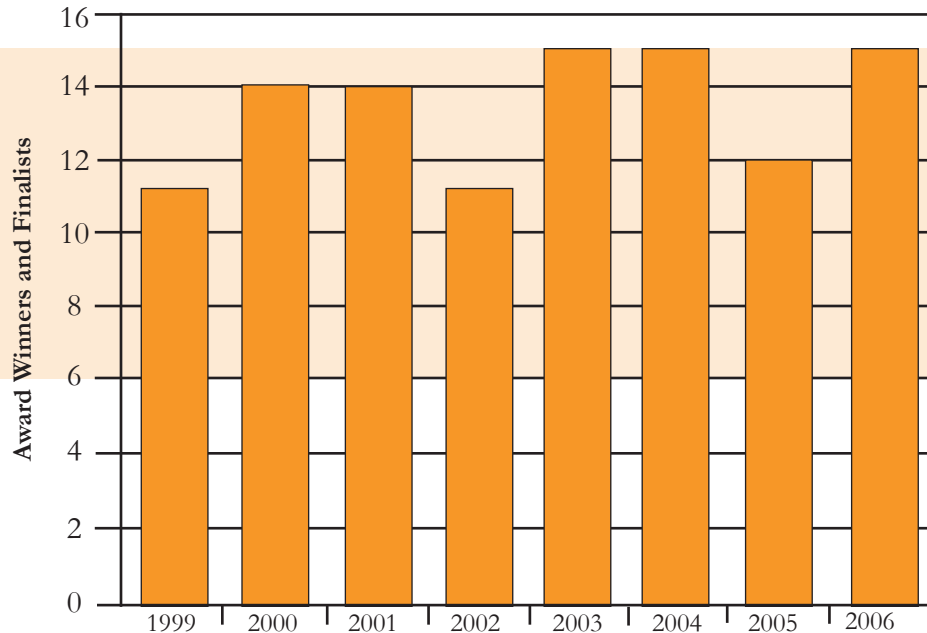
Of the individual jurisdictions (states), California had the most number of award winners and finalists. International jurisdictions together (Northern Ireland, United Kingdom, India, Bahamas, and Canada) represented the second largest jurisdiction type (see Figure 2).

**Figure 2 - Community Policing Award Winners and Finalists by U.S. States**

| State | # Award Winners/Finalists | State | # Award Winners/Finalists |
|-------|---------------------------|-------|---------------------------|
| Connecticut | 1 | Massachusetts | 3 |
| Iowa | 1 | Oregon | 3 |
| Kentucky | 1 | Colorado | 4 |
| Missouri | 1 | Minnesota | 4 |
| Nevada | 1 | North Carolina | 4 |
| New Jersey | 1 | Texas | 4 |
| New Mexico | 1 | U.S. Territories | 4 |
| Oklahoma | 1 | Virginia | 5 |
| South Carolina | 1 | Florida | 7 |
| Arkansas | 2 | International Jurisdictions | 13 |
| Illinois | 2 | California | 15 |
| Maryland | 2 | | |
| Michigan | 2 | | |
| New York | 2 | | |
| Utah | 2 | | |
| Vermont | 2 | | |
| Wisconsin | 2 | | |
| Arizona | 3 | | |
| Georgia | 3 | | |

The West region of the United States represented the largest group of community policing award winners and finalists (25), as illustrated in Figure 4. The West and Southeast regions of the U.S. together represented more than half of the award winners and finalists.

**Figure 3 - Community Policing Award Winners and Finalists by Region**
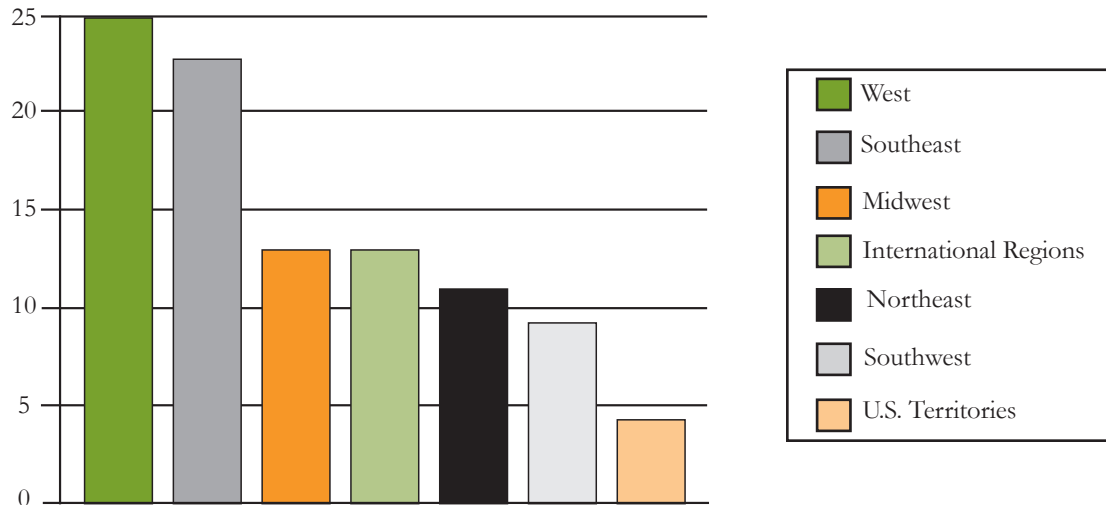
# COMMUNITY POLICING STRATEGY CATEGORIES AND STRATAGIES

This report organizes the 22 individual community-policing strategies into five categories: (1) Problem Solving and Prevention, (2) Community Engagement, (3) Partnerships, (4) Organizational Development and Change, and (5) Analysis, Measurement, and Evaluation.

Figure 4 illustrates the total number of times each community policing category was used by award winners and finalists from 1999 – 2006.

**Figure 4 - Summary of Community Policing Strategy Categories**
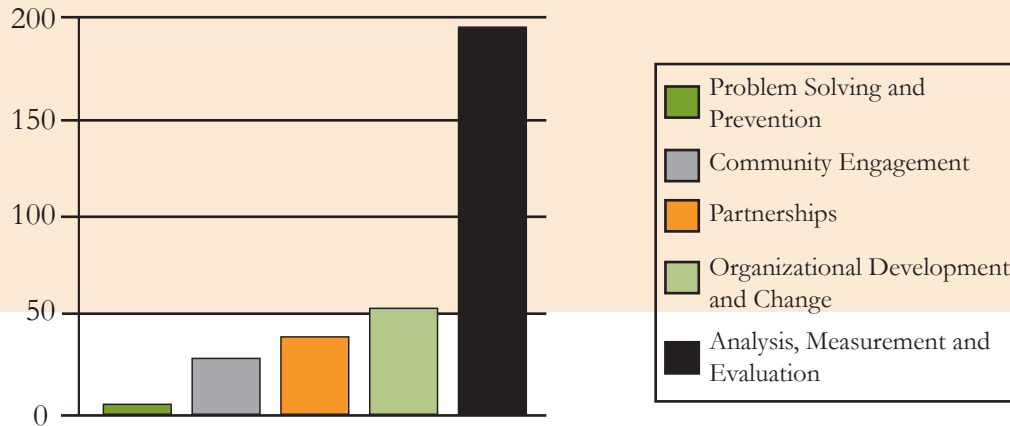
## Problem Solving and Prevention

Problem Solving and Prevention represented the smallest of the community policing strategy categories. Although a small category, departments utilized important and proven community policing strategies such as Crime Prevention Through Environmental Design (CPTED), Problem Oriented Policing (POP) and the SARA (Scanning, Analysis, Response, and Assessment) model, and the review and adjustment of local ordinances.

- The Ontario (Canada) Provincial Police coordinated a task force of police, residents, government agencies, and insurance companies following the Problem-Oriented Policing – Problem Identification – Analysis – Response – Evaluation (POP-PARE) problem-solving model to address issues relating to vehicle-deer collisions that had resulted in approximately $1,000,000 in damages.

- The Halton (Ontario) Regional Police Service implemented S.A.R.A. (Scan Analyze Respond Assess) to address and ultimately solve a variety of crime and disorder issues, including an escalating crisis of drug trafficking, riots, social disorder, vehicle thefts, and damage to property within a five-block area.  After implementing an array of response activities such as using volunteers, security staff, bike officers, and tactical unit operations, the department identified a 75 percent decrease in crime relating to assaults, stolen autos, thefts, mischief, parking complaints, damages, littering, and calls for service.

Figure 5 illustrates the number of award winning and finalists' local police departments the used Problem Solving and Prevention in their community policing efforts.

**Figure 5 - Problem Solving and Prevention**
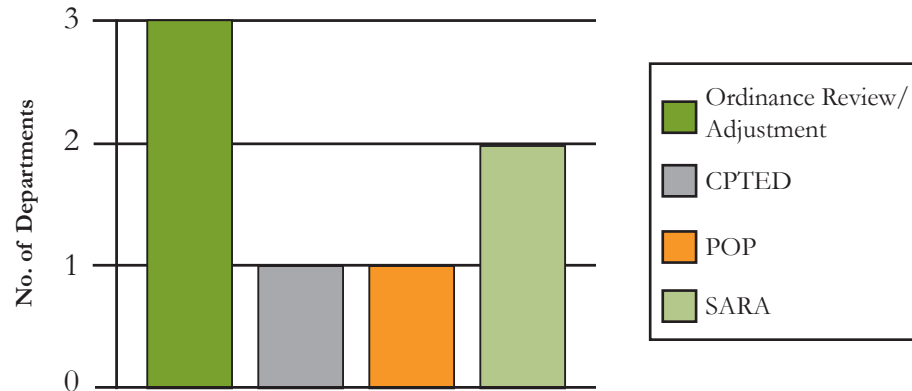


## Community Engagement

Community Engagement represented the second smallest of the community policing strategy categories, with just 8 percent of the award winners and finalists employing these strategies. The community policing strategies employed under this category included community assessments and engagement, and efforts to educate members of the public, private, and non-profit communities.

The strength of this strategy is the value of information collected from residents and other stakeholders about the issues and concerns of the community that can help inform police activities that are best suited to address these concerns.

## Community Assessment and Engagement

In 2004, more than one-third of the police department award winners and finalists used community assessment and engagement as a community policing strategy as an effective means of addressing community concerns. Overall, this individual strategy represented 71 percent of the entire category. Below are some of the efforts of local departments using this strategy:

- The Mound (Minnesota) Police Department gives out "Citizen Comment Cards" in traffic contacts and other calls for service and conducts door-to-door surveys of residents.

- In Texas, to engage the community, the Highland Village Police Department (HVPD) developed the "Police Involving Parents Program," whereby parents, teens, and police partner in response to the specific infraction to develop an appropriate, parent-enforced punishment.

- The Pueblo of Santa Ana's high volume of transient traffic, large number of national events and high-profile infrastructure made it vulnerable to terrorist attacks. After September 11, the Santa Ana Tribal Police Department refocused on the importance of community policing to deter crime and ease fears of the community. The department's efforts included participating in community events, raising the visibility of the department, partnering with public and private organizations and sponsoring training activities. As a result, community confidence and preparedness increase, and communication are stronger between community leaders and public safety officials.

## Educate the Community

Local police departments used educating the community as a tool in advancing community policing. Through education, community members become knowledgeable about crime-prevention techniques, police efforts, and become better able to act as a partner in crime prevention and reduction efforts with law enforcement.

- The North Little Rock (Arkansas) Police Department developed a training and public awareness program called "Meth Aware." Working in partnership with local businesses selling ephedrine/pseudoephedrine, the Department developed brochures, educational videos, public service announcements, and billboards to educate the public about the dangers of such chemicals. In addition, the Department also successfully initiated legislation limiting the quantity of products containing ephedrine/pseudoephedrine that can be purchased in a single transaction or possessed at one time.

- In Florida, the Boca Raton Police Department (BRPD) discovered that due to an increase in the elderly population, and a concentration of people over the age of 80 in the city, those vulnerable adults were at an increased risk to become victims of crime. The BRPD recognized a need for education that led to the formation of an innovative new outreach program, entitled "The Elder Education Seminar," a series of presentations designed to inform both the elderly and their families about challenges faced by the elderly community.

- In Texas, the Carrollton Police Department (CPD) launched a multifaceted campaign that focused on educating citizens and making neighborhood environments less conducive to crime. Officers alerted citizens through roadside reader boards, educational pamphlets, and "report cards," patrolling the hardest-hit areas and grading cars for ease of burglarizing.

## Educating the Private Sector

Educating the private sector (restaurants, hotels/motels, or insurance companies) can significantly aide law enforcement in deterring criminal behavior and further expand the breadth of any community policing effort. Members of the private sector, also, share the benefits of community preservation with residents and local law enforcement.

- The Silverthorne (Colorado) Police Department implemented alcohol-server training for local businesses and opened lines of communication with local restaurant owners. As a result, the number of arrests of DUI (Driving Under the Influence) significantly declined from 167 in 2001 to 17 in 2002.

- In 2005, the Ocean City (Maryland) Police Department created a specialized training called "Teaching Effective Alcohol Management" or TEAM, for wait staff at local restaurants and other businesses catering to seasonal patrons.

Figure 6 illustrates the number of award winning and finalists' local police departments the used Community Engagement in their community policing efforts.  Although occurring less often, education of the community and public sector play a large role in addressing crime and disorder.

**Figure 6 - Community Engagement**
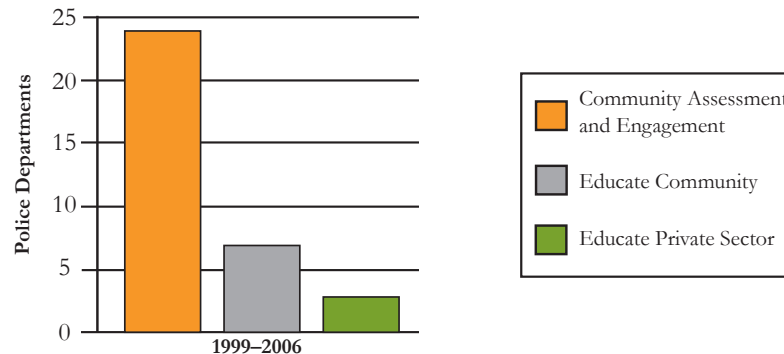
## Partnerships

Partnerships represent the third largest community policing strategy category used by award winners and finalists from 1999 - 2006. Whether through a community organization or a community representative, partnerships with the community are a valuable strategy in community policing and is at the core of the philosophy. Partnerships are a vital element in the most effective and comprehensive community policing efforts.

Within the partnership category, local departments both strategically and effectively coordinated their efforts with a variety of organizations representing the public, private, non-profit sectors. Several of these partnerships operated as both local and regional task forces to address specific issues of crime and disorder.

The individual partnership community policing strategies used by award winners and finalists include partnerships with the community (including the faith community), non-profit organizations, and other public agencies within their own communities. Some examples of these partnerships are identified below.

### Partnership with the Community

Partnerships with the community represented 19 percent of all partnerships, the second most widely used of the various strategies within the partnership category. Ten of the fifty-three departments using this strategy sought strategic and effective relationships to support their community policing efforts. The following are examples of how departments used partnerships as an effective community policing strategy:

- Police at the University of North Carolina at Chapel Hill established a pedestrian safety committee and began addressing pedestrian concerns.

- The Tempe (Arizona) Police Department (TPD) partnered with citizens representing business, education, faith, fire, police, elected officials, utility companies, neighborhood watches, emergency services, healthcare, and the local university to form the citizens Corps Council.

- The Police Service of Northern Ireland (PSNI) partnered with local government agencies and citizens to identify, remove and destroy unlicensed vehicles, called "runabout" vehicles (cars stolen for a joy ride or older cars not properly registered).  Community groups, such as "Families Bereaved through Car Crime," joined the effort by lobbying for funding and creating understanding around the personal impact of such crimes.

- Three state prisons are located in Mansfield, Ohio.  Unfortunately, a high number of convicts remain in the area after incarceration and engage in unlawful behaviors after their release.  To address increasing crime rates, the Mansfield Division of Police (MPD) created the Community Policing Probation/Parole Partnership, which focuses on ensuring that released prisoners follow their parole restrictions.  The partnership includes visits to local bars, home checks for curfew violations, fugitive surveillance, and probation/parole officer ride-alongs to familiarize patrol officers living and working in each zone.

- In New York, the New Rochelle Police Department (NRPD) partnered with community leaders and clergy to develop the "Citizens for a Better New Rochelle" to facilitate a mutually respectful relationship between the police and the community through open lines of communication and cooperation.

- In Boston, Massachusetts, the BPD developed the "Boston Re-Entry Initiative" in partnership with faith-based, community, and criminal justice agencies to help former prisoners adjust to life in their communities.

- The Boston Police Department also participated in a collaborative effort between clergy and law enforcement that made unofficial visits to the homes of troubled youth.

## Partnership with Non-Profit Organizations

Partnerships with non-profit organizations were the smallest of the partnership strategies, representing just 4 percent of the category. The following are examples of how departments used partnerships with non-profit organizations as a part of their community policing strategy:

- The Richmond (Virginia) Police Department partnered with health care providers to establish a collaborative violence-prevention effort called "Cops and Docs Working Handcuffed-in-Glove to Reduce Violence Group."

- The Mundelein Police Department in Mundelein, Illinois formed a number of partnerships with a variety of organizations in the community. The partnerships resulted in the development of a number of community-policing programs: Project C.A.P.E. (Creating A Positive Environment), the Mundelein Task Force, and the development of 2 Community Resource Centers.

- The Youth Service Providers Network (YSPN) is a partnership between the Boston Police Department and Boys & Girls Clubs of Boston. The YSPN pairs police station-based social workers with front-line police officers to provide alternatives to the juvenile justice system though intervention services.

*The Pasadena Police Department saved almost 2,400 hours of patrol time through a partnership with the Homeless Outreach Psychiatric Evaluation Unit.*

## Partnership with Other Public Sector Agencies

With nearly every local police department realizing that it cannot fight crime and address community issues alone, many are reaching out to their counterparts in other government agencies for assistance. According to the results of our analysis, 55 percent of the award winners and finalists, used partnerships with other public sector agencies as strategic means to implementing their community policing efforts. Some of these efforts are described below:

- In 2005, the Pasadena (California) Police Department in partnership with licensed clinical social workers, formed the Homeless Outreach Psychiatric Evaluation unit, or HOPE, to address long-term solutions for the homeless and mentally ill.

- The Rossville (California) Police Department created a specialized unit in which four officers and two park rangers, under the direction of a sergeant, worked full time in troubled neighborhoods mobilizing, partnering, and problem solving. The department's personnel joined other city department staff and citizen leaders to form a neighborhood task force to empower other neighborhoods.

- In Illinois, The Rolling Meadows Police Department introduced a 16-week Citizens Academy and made it available to employees of the city as well as residents. The department established a community policing station staffed with two patrol officers, one commander and a social worker. The department also established a partnership with the Northwest Community Hospital. Early Childhood Services staff, Health Services, The Community Action Domestic Violence Project and other public sector agencies.

- In 2004, police in Fontana, California collaborated with the city's housing department to encourage property owners to renovate blighted buildings and evict problem tenants.

- The Savannah City Council proposed to the Georgia General Assembly that a collaboration of local and state agencies join to be known as the "Savannah Impact Program" (SIP). The Georgia General Assembly agreed to support the SIP by providing additional personnel in Pardons & Parole, the Department of Labor and Corrections and Juvenile Justice.

## Partnerships with the Private Sector

Partnerships with private sector organizations occurred 17 percent of time among award winners and finalists.

- With severe budget shortfalls, the Minneapolis Police Department (MPD) knew it had to be innovative in its response. The MPD developed Operation Safe Zone, utilizing a valuable resource: security officers. More than 300 security officers were enrolled in a four-part collaborative which included the addition of a common radio channel used by both police and security officers; training of both in addressing the most common crimes committed downtown; and the involvement of citizens in fighting crime.

- The Janesville Police Department (JPD) saw a sharp increase in police calls and problems in and around licensed liquor establishment's throughout the city, especially downtown in the "Main Street Bar Corridor." The JPD took the initiative to develop partnerships with liquor establishments, collaborating on ways to alleviate problems related to alcohol consumption. It provided training to tavern and bar management and staff in dealing with behavioral problems and opened up lines of communication between police and bar staff.

- In California, the Pittsburg Police Department (PPD) aggressively targeted gang and narcotics issues and worked with property owners to evict and/or arrest problem tenants. When the residents formed a group called the "United Families of West Boulevard" to unite their community, the PPD worked closely with this group, steadily gained their trust by initiating large-scale property improvement and clean-up efforts.

## Task Forces

A small number of departments used task forces to support community-policing efforts. Whether local or regional, task forces combine a variety of disciplines and areas of specialization for targeted issues for the most comprehensive and effective strike against crime and disorder.

- In Irvine, California, the police formed the City Safe Community Task Force comprising city, district, police, and community partners charged with researching the issue of community safety, identifying possible solutions to the problems caused by youth violence, and reporting their findings to the joint body.

- The Louisville (Kentucky) Police Department developed a 24-hour Citywide Crisis Intervention Team (CIT) to assist officers and clinicians working with mentally impaired clients.

- The Royal Bahamas Police Force worked with area residents to form a community task force comprising officers, members of local churches, the business community, residents, and reformed gang members. The task force patrolled the streets on foot, and in vehicles 24 hours a day, seven days a week, leaving criminals little time or space in which to operate. The task force also worked with the Departments of Social Services, Housing, Environmental Health, and Public Works to improve living conditions.

Figure 7 illustrates the number of award winning and finalists' local police departments the used Partnerships in their community policing efforts. Partnerships with other public sector agencies occurred the most often.

**Figure 7 - Partnerships**
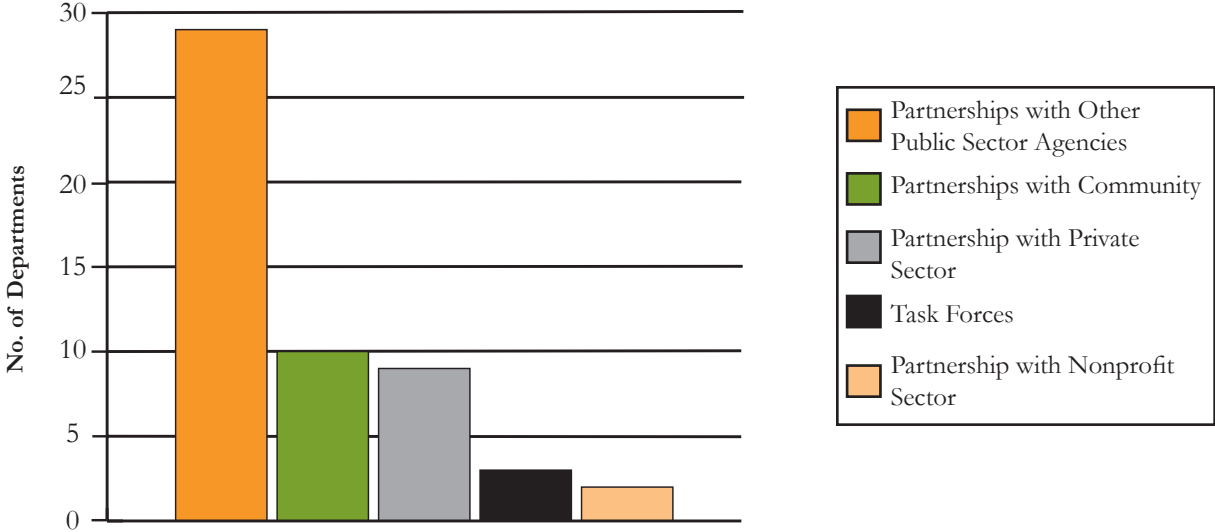
## Organizational Development and Change

Organizational Development and Change was the second largest community policing category used by award winners and finalists from 1999 – 2006. A significant number of local police departments utilized individual community policing strategies such as training and cross training, strategic planning, utilizing civilian volunteers, organizational change, program and resource development, and aligning officer performance measures with the community policing philosophy.

Strategies within this category represented 18 percent of all of the strategies used.

### Program and Resource Development

The program and resource development strategy was the most popular strategy among the strategies in the organizational development and change category, representing 45 percent of the individual strategies used. When resources within a community are sparse and police departments are often called on or compelled to identify and coordinate resources to address a community concern. A significant number of departments coordinated resources and developed programs through their efforts.

- In 2001, the Trichy City (Tiruchirappalli City, India) Police Commissionerate established a beat officer system, complaint suggestion box, "wide area networks" (decentralization), and a Slum Adoption Program.

- In 2006, the Cherry Hills Village (Colorado) Police Department was recognized for increasing its patrols and implementing an educational program for schools, homeowner associations, residents, and local media about crime prevention.

- The Greeley Police Department (GPD) of Greeley, Colorado initiated the Neighborhood Building Blocks program, (NB2) as a "tactical unit" to address community needs at the neighborhood level. The NB2 teams, partnerships between the GPD's Community Outreach unit, activated counter-drug and gang, hotel/motel safety and traffic safety initiatives, and began building relations with high crime neighborhoods.

- The Leesburg (Virginia) Police Department and its community partners implemented the "Midnight Madness" basketball program, which provided transportation to a community center, as well as food and recreational activities to keep youth positively engaged.

- In Connecticut, the New Haven Police Department organized community management teams to develop community improvement goals, coordinate resources and implement programs with police and other organizations.

- The Coral Springs Police Department in Florida, established community oriented resource and enforcement officers to create information hubs for residents, linking them with government agencies and resources.

## Training and Cross-Training

Training and cross training of officers was a consistent favorite community policing strategy among award winners and finalists. A number of local police departments recognized the need for additional training or the need to cross-train their officers, or offered training to citizens or other partners to address the often-complex problems faced in their local jurisdictions. Training and cross training occurred 14 percent of time within the organizational development and change category.

- The Caguas Municipal Police Department (CMPD) worked with the Florida Regional Community Policing Institute to implement a community policing philosophy and tackle the difficult issues that had made it one of the most dangerous cities in the U.S. Commonwealth of Puerto Rico. The CMPD trained officers to identify root causes of community problems and develop a strategic plan toward crime reduction.

- The Salisbury Police Department of North Carolina began a strategic planning process for developing major initiatives, vision, mission statement, values, and outcomes. The department developed a Crime Control Steering Committee, a Community Policing Transition Team, and a Police Management Team

involving more than 200 people.  It also conducted and agency wide community policing self-assessment. The department trained all employees in community policing strategies and hired a consultant to assist in training the steering committee, citizens and other city departments.

## Strategic Planning

Strategic Planning represented 19 percent of the all strategies used in the organizational development and change category.  A few examples of how local departments employed strategic planning are below:

- The Antigonish Detachment of the Royal Canadian Mounted Police (RCMP) organized problem-solving teams with representatives from business, the community, the university, and student groups to look at the causes of loitering, property damage, and minor assaults.  As a result of their strategic planning and partnerships, the town saw a 40 percent decrease in assaults, significant reduction in property damage, fewer crowds and fights, and safer nightlife environment.

- In 2006, in Salisbury, North Carolina, the police department began a strategic planning process for developing major initiatives, a vision, a mission statement, values, and outcomes.  It conducted an agency wide community policing self-assessment.

- Police in Burlington, Vermont incorporated strategic planning to create goals, objectives, and action plans using team-based principles.

## Use of Civilian Volunteers

Many local police departments have found that volunteers can play an important and valuable role in their community policing strategy.  Utilizing civilian volunteers can help address issues related to limited resources, and serve to add a different and important perspective to police activities.  While only a few of the award winners and finalists used this strategy, the use of volunteers continues to be a growing resource.

- In response to a 35 percent increase in traffic accidents, the Gulf Breeze Police Department (GBPD) created a citizen volunteer police force, called Volunteers in Policing (VIP). VIP members drove marked police cars to increase police visibility, alleviate aggressive driving, help disabled motorists, and free up sworn officer' time to concentrate on other pressing concerns.

- In Utah, the Draper Police Department formed a "Mobile Neighborhood Watch" and received overwhelming volunteer response from community leaders, business owners, and church groups. The volunteers were trained to patrol the rough terrain using ATVs, horses, mountain bikes, and foot patrols.

## Align Officer Performance Measures

Developing performance standards and personnel evaluation methods that take into account community policing priorities can be an important aspect in ensuring accountability for and help in institutionalizing community policing. While not the most used strategy among award winners and finalists, the analysis suggested a positive relationship between successful community policing strategies and officer knowledge and performance of community policing principles. Below are examples of how several departments used this strategy:

- The Port St. Lucie (Florida) Police Department combined traditional and community-policing performance measures into new officer and sergeant evaluations. The department created the Neighborhood Policing Bureau from Operations Bureau implemented a district concept, included community policing as an officer performance standard, added community-policing characteristics to their officer recruitment profile.

- The Beaufort (South Carolina) Police Department developed a Public Safety Advisory Council from members of the community to identify problems and concerns of residents, and review police resources. It also established "Community Mobilization Teams" to conduct surveys of residents to measure satisfaction with police services. The department surveyed staff on self-perception, developed quality control standards, and designed evaluations to reflect an ideal officer profile.

## Leadership and Risk Taking

The Community Policing Committee recognized leadership and risk taking as valuable elements in combating issues facing communities today.

- To enable, empower, and encourage all Sedona (Arizona) Police Department employees to do whatever it takes to address the community's problems and prevent future problems, each employee carries a wallet-size card containing the following:

> *Is it legal?*
> *Is it ethical?*
> *Is it the right thing for the community?*
> *Is it the right thing for the Sedona Police Department?*
> *Is it something you take responsibility for, and can be proud of?*
> *If the answer to all of these questions is YES – then don't ask permission*
> *JUST DO IT!*

The Keller (Texas) Police Department recruited two outside supervisors to act as change agents. Command staff developed E to the 4th Power (Empathy, Edification, Enthusiasm, and Excellence) and trained line personnel in its implementation. This shift in organizational culture has led to continual improvements in achieving the department's mission statement.

## Organizational Change

Making organizational changes to their departments is a critical part of implementing and sustaining community policing. Ten departments reported using organizational change as a means of advancing community policing.

- The Port St. Lucie (Florida) Police Department was reorganized in 1999 and created its "Neighborhood Policing Bureau" to emphasize the organizational commitment to the community policing philosophy.

- The Ponca City (Oklahoma) Police Department permanently reassigned police officers from random patrol duties to designated neighborhoods that generated high levels of disturbance calls, burglaries and prowlers, and fighting. These officers were responsible for working with merchants and residents to identify potential problems and solutions. The Neighborhood officers determined their duty schedules on a weekly basis, based on the demands of their neighborhoods.

- The Newberg (Oregon) Police Department flattened its organizational structure, allowing for decision making at the lowest possible levels. Every member of the department is encouraged to build the necessary partnerships to prevent crime, fear of crime, and solve community livability issues. In their assessment, the department discovered that all abandoned vehicles were removed and calls for service for one problem area dropped by approximately 30 percent.

Figure 8 illustrates the number of award winning and finalists' local police departments the used organizational development and change to address their community policing needs. Program and resource development overwhelmingly leads all other strategies used by local police departments.

**Figure 8 - Organizational Development and Change**
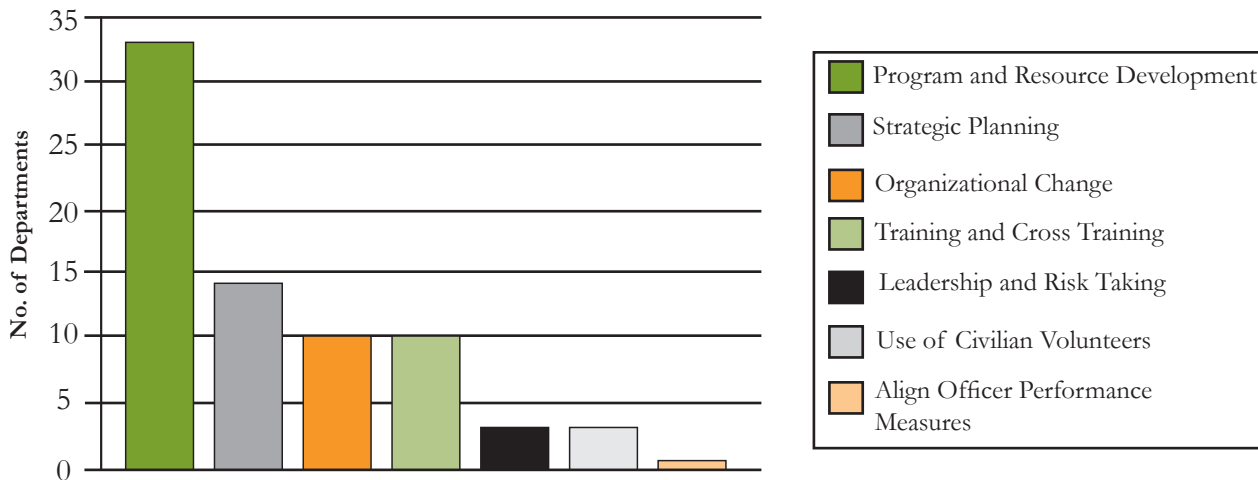
## Analysis, Measurement and Evaluation

Analysis, Measurement, and Evaluation represented the largest of the community policing strategy categories used by award winners and finalists. Based on our review, nearly every department used at least one of the several elements in this category, which includes crime analysis, performance measurement, or performance evaluation.

These strategies combined represent the largest of the five categories with over 240 occurrences, and contain two of the most frequently occurring individual community policing strategies identified in our analysis: crime analysis and performance measurement.

- The Burnaby Detachment of the Royal Canadian Mounted Police conducted a six-month crime analysis that revealed a significant number of calls for service within a specific area and a significant number of other crimes in the same area. The Burnaby Detachment established partnerships with local business community, residents, local schools, and local federal criminal justice agencies.

- In Florida, the Jacksonville Police Department successfully met the challenge of a distrustful community of the police department and exponentially expanded its community policing efforts after collecting quality of service surveys from its community residents. The department initiated "Operation Intensive Care Neighborhood," a zero tolerance initiative that resulted in over 2,850 arrests and the seizure of illegal drugs, cash, and firearms. In addition, the department established a "Community-Policing Bus," "Business Watch," Bike Rodeos, a "Sheriff's Advisory Council," and a "Citizen's Police Academy." These initiatives were informed by citizen input through the quality of service surveys. How is this one an example of analysis, scientific or otherwise?

Figure 9 illustrates the number of award winning and finalists' local police departments the used Analysis, Measurement, and Evaluation to support their community policing efforts. The majority of the departments analyzed executed some form of crime analysis and performance measurement. Within this context, performance measurement refers to efforts by a department to determine the impact of its policing activities.

**Figure 9 - Analysis, Measurement, and Evaluation**
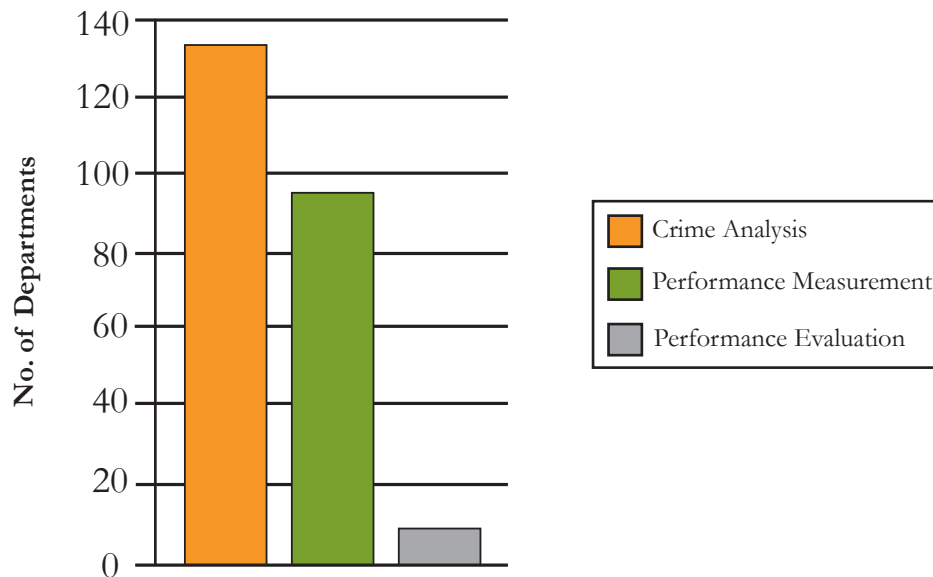
# COMMUNITY POLICING STRATEGIES BY REGION

## West Region

California, Nevada, Utah, Colorado, and Oregon make up the West region of the United States. Figure 10 illustrates the number of times each of the individual strategies appeared in that region. Local police departments in California used the widest array of community policing strategies than any other state within the west region. As the graph illustrates, the largest strategy used among all the regions was partnerships with other public sector agencies.
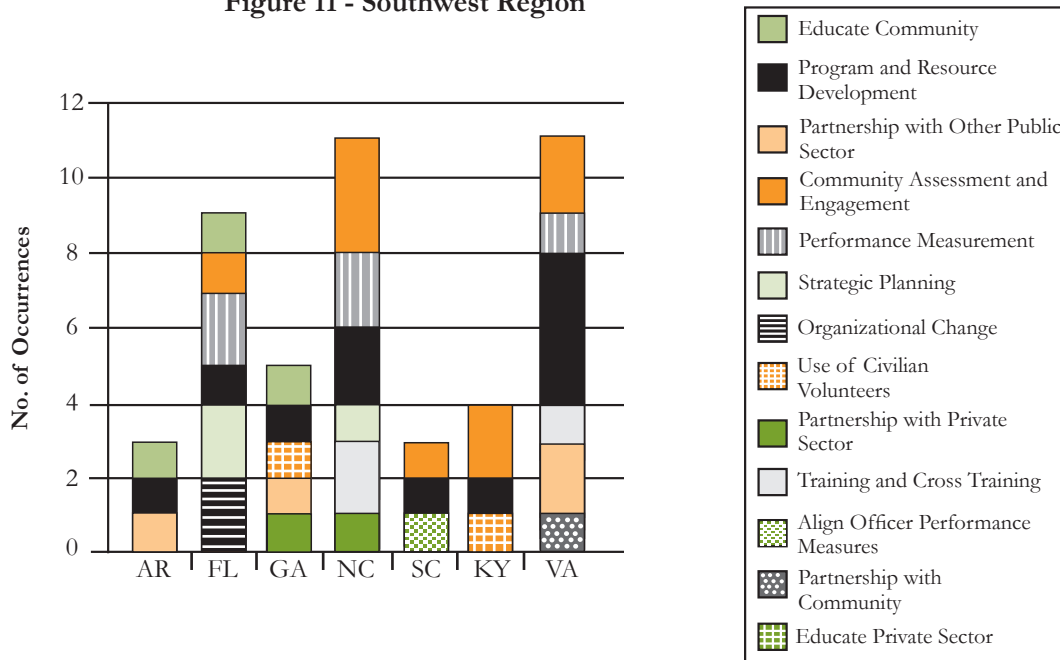


**Figure 10 - West Region**
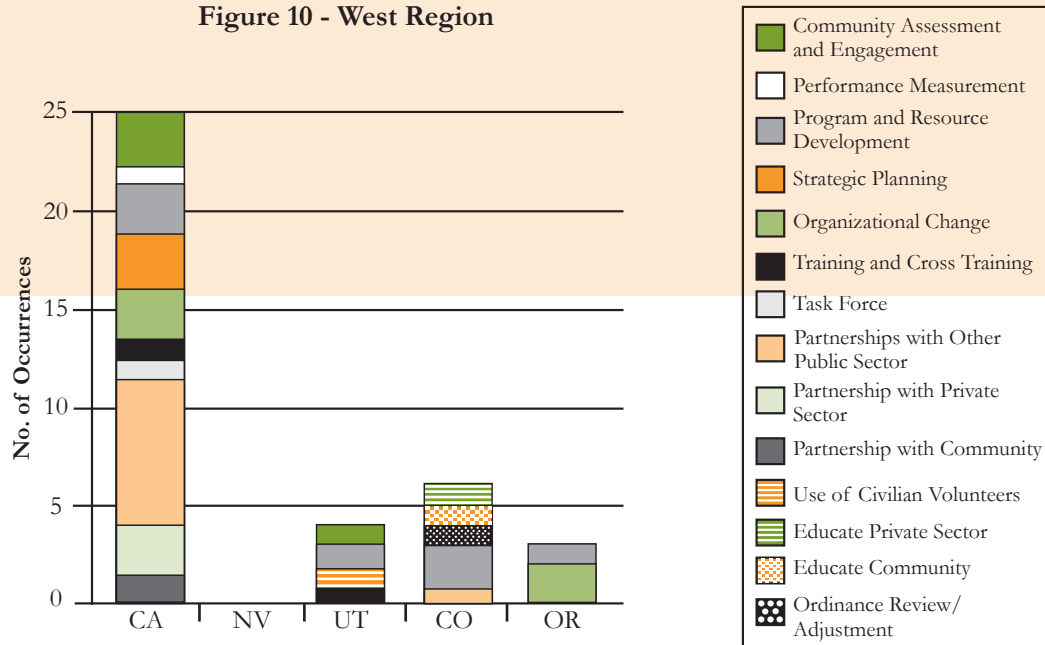
## Southwest Region

Arizona, New Mexico, Oklahoma, and Texas comprise the Southwest region. These jurisdictions incorporated ten (10) of the individual community policing strategies in this region. Partnerships with other pubic sector agencies, partnerships with the community, and program and resource development were the most used strategies throughout the region. (See Figure 11.)
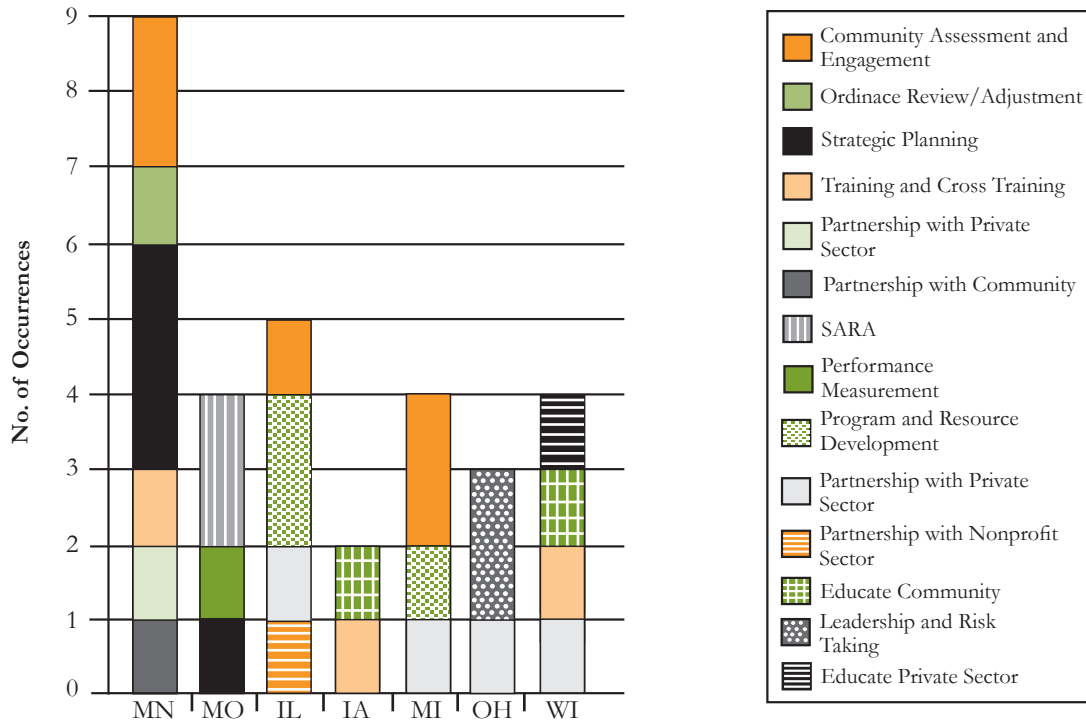
**Figure 11 - Southwest Region**



Legend:
- Educate Community
- Program and Resource Development
- Partnership with Other Public Sector
- Community Assessment and Engagement
- Performance Measurement
- Strategic Planning
- Organizational Change
- Use of Civilian Volunteers
- Partnership with Private Sector
- Training and Cross Training
- Align Officer Performance Measures
- Partnership with Community
- Educate Private Sector

# Midwest Region

The Midwest region includes Minnesota, Missouri, Illinois, Iowa, Michigan, Ohio, and Wisconsin. Local police departments in this region used fourteen (14) different community-policing strategies. In this region, strategic planning appeared to be one of the most often used strategy. (See Figure 12.)

**Figure 12 - Midwest Region**

## Southeast Region

Arkansas, Florida, Georgia, North and South Carolinas, Kentucky, and Virginia make up the Southeast region. This is the only jurisdiction where an award winner or finalist incorporated the use of civilian volunteers as a part of their community policing efforts. Community assessment and engagement, program and resource development, and performance measurement were most often used. (See Figure 13.)
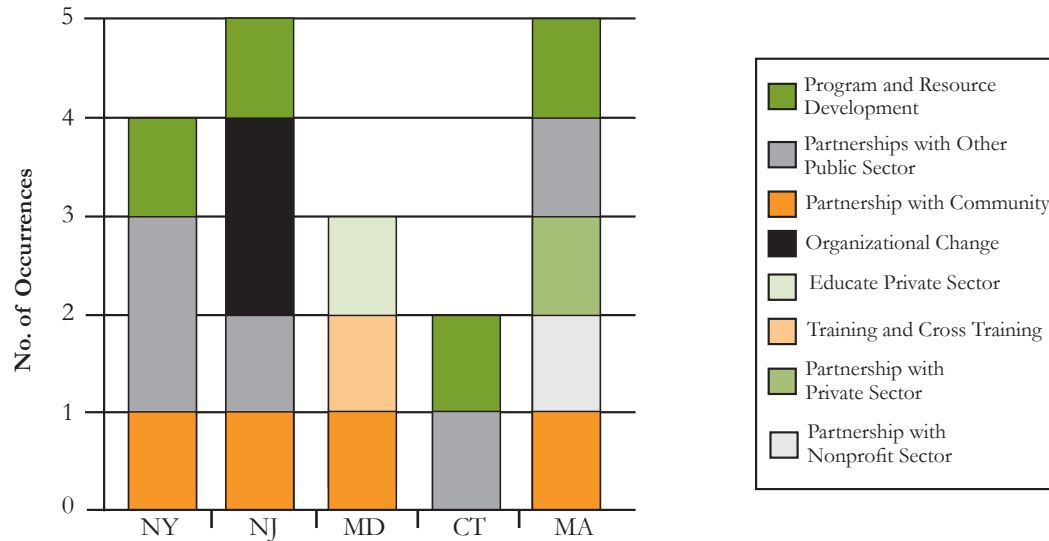
**Figure 13 - Southeast Region**
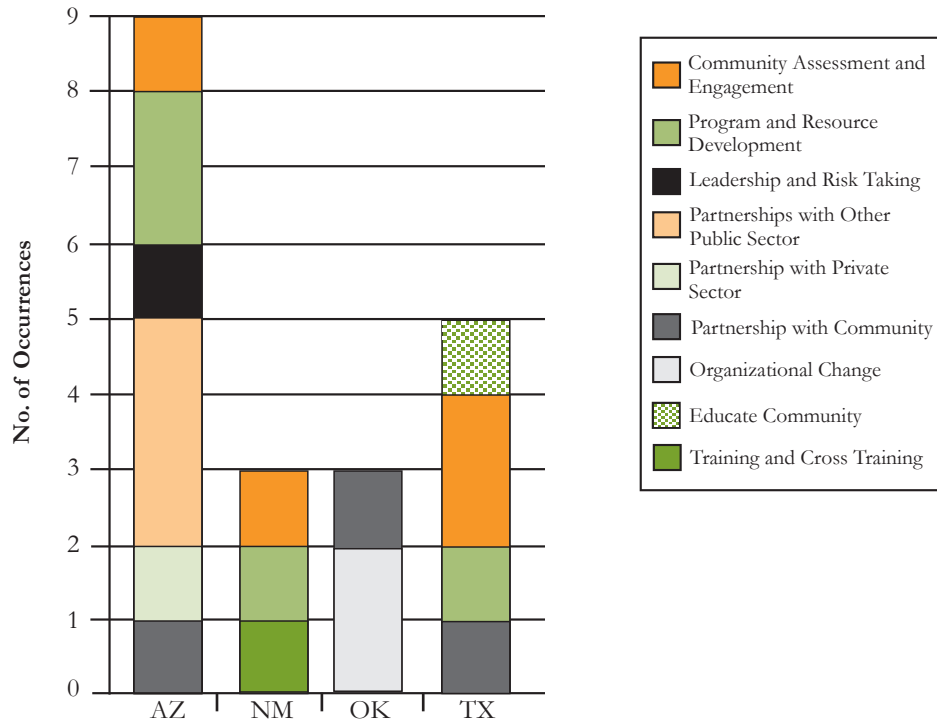
## Northeast Region

The Northeast region includes New York, New Jersey, Maryland, Connecticut, and Massachusetts. In this region, partnerships with other public sector agencies were the most often used of the strategies. (See Figure 14.)
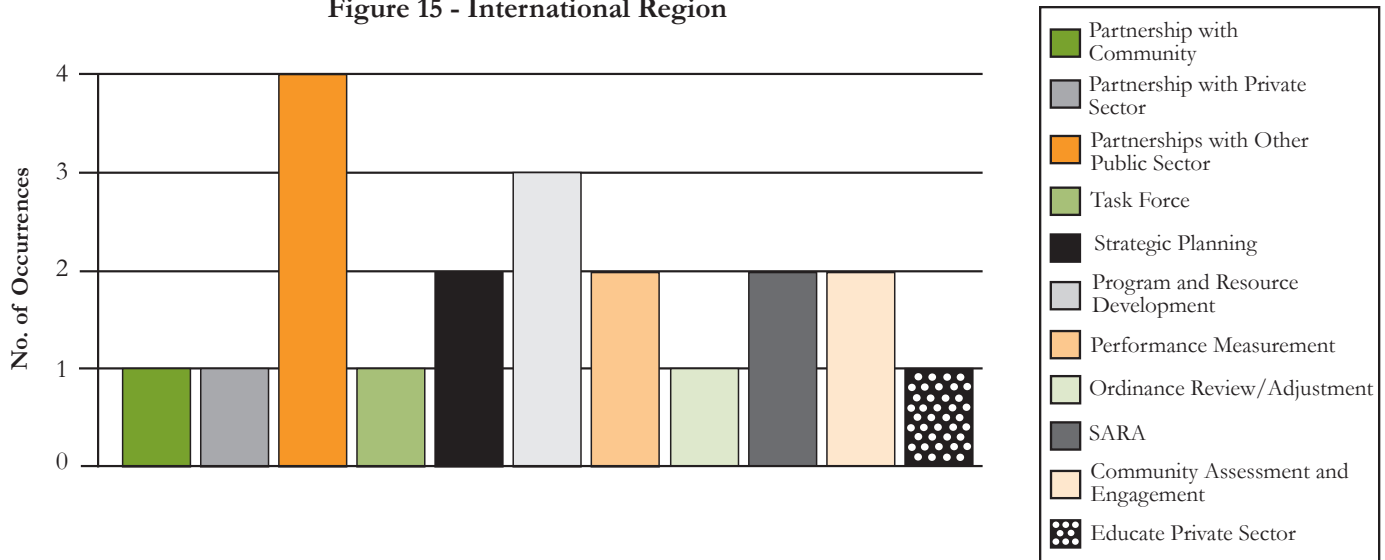
**Figure 14 - Northeast Region**

## International Region

The International region includes Northern Ireland, the United Kingdom, India, Bahamas, and Canada.  As indicated in Figure 15, partnerships with other public sector agencies was the community policing strategy most used by those included in this region.

**Figure 15 - International Region**

# LIST OF AWARD WINNERS AND FINALISTS

## Award Winners

Ashville Police Department, North Carolina
Beaufort Police Department, South Carolina
Boston Police Department, Massachusetts*
Clearwater Police Department, Florida
City of New Haven Department of
    Police Services, Connecticut
Draper Police Department, Utah
El Paso Police Department, Texas
Estes Park Police Department, Colorado
Fremont Police Department, California
Gastonia Police Department, North Carolina
Greeley Police Department, Colorado
Gulf Breeze Police Department, Florida
Halton Regional Police Service, Canada
Highland Village Police Department, Texas
Irwindale Police Department, California
Leesburg Police Department, Virginia
Los Angeles Police Department, California
Jacksonville Sheriff's Office, Florida
Marietta Police Department, Georgia
Minneapolis Police Department, Minnesota
Mound Police Department, Minnesota
Mundelein Police Department, Illinois
New Brighton Department of Public Safety,
    Minnesota

New Rochelle Police Department, New York
North Little Rock Police Department, Arkansas
Rolling Meadows Police Department, Illinois
Richmond Police Department, Virginia*
Royal Bahamas Police Force, Bahamas*
Silverthorne Police Department, Colorado
University of North Carolina at Chapel Hill
    Department of Public Safety, North Carolina
White Bear Lake Police Department, Minnesota

## Award Finalists

Aberdeen Police Department, Maryland
Beaverton Police Department, Oregon
Boca Raton Police Department, Florda
Boston Police Department, Massachusetts
Carrollton Police Department, Texas
Caguas Municipal Police Department, Puerto Rico
Cherry Hills Village Police Department, Colorado
City of Racine Police Department, Wisconsin
Clayton Police Department, California
Cobb County Department of Public Safety, Georgia
Coral Springs Police Department, Florida
Conroe Independent School District Police, Texas
District of Adilabad, India

* Multiple Winner/Finalists

Durham Regional Police, Canada
Fontana Police Department, California
Fremont Police Department, California
Gastonia Police Department, North Carolina
Gulf Breeze Police Department, Florida
Hamilton Police Station, England
Honolulu Police Department, Hawaii
Irvine Police Department, California
Lansing Police Department, Michigan
Janesville Police Department, Wisconsin
Keller Police Department, Texas
Leesburg Police Department, Virginia
Mansfield Police Department, Ohio
Miramar Police Department, Florida
Mount Rainer Police Department, Maryland
North Little Rock Police Department, Arkansas
Pittsburg Police Department, California
Pasadena Police Department, California
Police Service of Northern Ireland,
    Northern Ireland*
Police Service of Northern Ireland, Castlereagh
    District Command Unit, United Kingdom
Las Vegas Metropolitan Police, Nevada
Louisville Police Department, Kentucky
Los Angeles Police Department, California
Los Gatos/Monte Sereno Police Department,
    California
Newberg Police Department, Oregon

Northern Iowa Department of Public Safety, Iowa
Ponca City Police Department, Oklahoma
Provincial Police – Stormont, Dudas and
    Glengrarry Detachment, Canada
Ocean City Police Department, Maryland
Red Deer City Royal Canadian Mounted Police
    (RCMP), Canada
Santa Ana Tribal Police Department, Pueblo of
    Santa Ana, New Mexico
Santa Rosa Police Department, California
Sedona Police Department, Arizona
Silverthorne Police Department, Colorado
Springville Police Department, Utah
Savannah Police Department, Georgia
Springfield Police Department, Missouri
Suisun City Police Department, California
Tempe Police Department, Arizona
Tucson Police Department, Arizona
University of Vermont Department of Police
    Services, Vermont
University of North Carolina at Chapel Hill
    Department of Public Safety, North Carolina
Winnipeg Police Service, Canada
York Regional Police, Canada

* Multiple Winner/Finalists