

What is Community Policing?

The Challenge of Defining Community Policing

Community policing has made the transition from being a promising experiment to becoming the wave of the future. Recent research conducted by the National Center for Community Policing in cooperation with the FBI Academy's Behavioral Sciences Unit verified earlier findings that the majority of police departments in major jurisdictions have already adopted some form of community policing reform, or they plan to do so in the near future.

Yet confusion persists concerning precisely what community policing is. What definition are departments using when they claim to be doing community policing?

Is community policing only a philosophy—a new way of thinking? Or must police also change what they do—adopting a new organizational strategy? Is community policing merely a new program, based on stationing community policing officers in beats in high-crime neighborhoods? Or does it require changes in the way that all police personnel, civilian and sworn, interact with and deliver services to the community?

Is community policing just a name for what the best police departments have been doing all along? Is it just another name for problem-solving/problem-oriented policing? How does it differ from other programs, such as crime prevention and police-community relations? Does it turn police officers into social workers?

Community policing's ultimate success or failure rests on reaching a consensus about what the concept of community policing means. If the definition is too vague, then too many programs qualify as already participating in community policing, and it is therefore perceived as requiring no substantive change. And if competing definitions persist, the term is rendered meaningless. It is time to draw clear lines between what community policing is—and what it is not.

This section will define community policing in various ways, to serve different needs. There will be times, such as when a TV reporter thrusts a microphone in front of you and there is no time for detail, that a broad definition serves the purpose. In training sessions or in community meetings, a definition that can both educate and inspire is often needed.

When it comes time to write concrete plans to implement community policing, you will need to grasp the nuances required to explore how and why community policing should be adopted as a city-wide (jurisdiction-wide) strategy with a department-wide commitment.

The Big Six

The Big Six refers to the six groups that must be identified and work together to ensure the success of any community policing efforts.

1. **The Police Department**—including all personnel, from the chief to the line officer, civilian and sworn.
2. **The Community**—including everyone, from formal and informal community leaders such as presidents of civic groups, ministers, and educators; to community organizers and activities; to average citizens on the street.
3. **Elected Civic Officials**—including the mayor, city manager, city council, and any county, state, and federal officials whose support can affect community policing's future.
4. **The Business Community**—including the full range of businesses, from major corporations to the "Mom & Pop" store on the corner.
5. **Other Agencies**—including public agencies (code enforcement, social services, public health, etc.) and non-profit agencies, ranging from Boys & Girls Clubs to volunteer and charitable groups.
6. **The Media**—both electronic and print media.

Basic Definitions

In this media age, even the most complex issues risk being reduced to a 10-second sound bite on the evening news. The reality, of course, is that community policing is far too important and far-reaching a concept to fit into the format of "25 words or less." Yet a failure to provide simple and concise definitions risks having others (who do not understand the concept) write them for you. The following is **an expanded definition of community policing**:

Community policing is a philosophy and an organizational strategy that promotes a new partnership between people and their police. It is based on the premise that both the police and the community must work together to identify, prioritize, and solve contemporary problems such as crime, drugs, fear of crime, social and physical disorder, and overall neighborhood decay, with the goal of improving the overall quality of life in the area.

Community policing requires a department-wide commitment from everyone, civilian and sworn, to the community policing philosophy. It also challenges all personnel to find ways to express this new philosophy in their jobs, thereby bal-

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ancing the need to maintain an immediate and effective police response to individual crime incidents and emergencies with the goal of exploring new proactive initiatives aimed at solving problems before they occur or escalate.

Community policing also rests on establishing community policing officers as decentralized 'mini-chiefs' in permanent beats, where they enjoy the freedom and autonomy to operate as community-based problem solvers who work directly with the community—making their neighborhoods better and safer places in which to live and work.

**A Concise Definition:
The Nine P's of Community Policing**

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

Philosophy. The community policing philosophy rests on the belief that contemporary challenges require the police to provide full-service policing, proactive and reactive, by involving the community directly as partners in the process of identifying, prioritizing, and solving problems including crime, fear of crime, illicit drugs, social and physical disorder, and neighborhood decay. A department-wide commitment implies changes in policies and procedures.

Personalized. By providing the community its own community policing officer, community policing breaks down the anonymity on both sides—community policing officers and community residents know each other on a first-name basis.

Policing. Community policing maintains a strong law enforcement focus; community policing officers answer calls and make arrests like any other officer, but they also focus on proactive problem solving.

Patrols. Community policing officers work and patrol their communities, but the goal is to free them from the isolation of the patrol car, often by having them walk the beat or rely on other modes of transportation, such as bicycles, scooters, or horses.

Permanent. Community policing requires assigning community policing officers permanently to defined beats, so that they have the time, opportunity, and continuity to develop the new partnership. Permanence means that community policing officers should not be rotated in and out of their beats, and they should not be used as "fill-ins" for absences and vacations of other personnel.

Place. All jurisdictions, no matter how large, ultimately break down into distinct neighborhoods. Community policing decentralizes police officers, often including investigators, so that community policing officers can benefit from "owning" their neighborhood beats in which they can act as a "mini-chief," tailoring the response to the needs and resources of the beat area. Moreover, community

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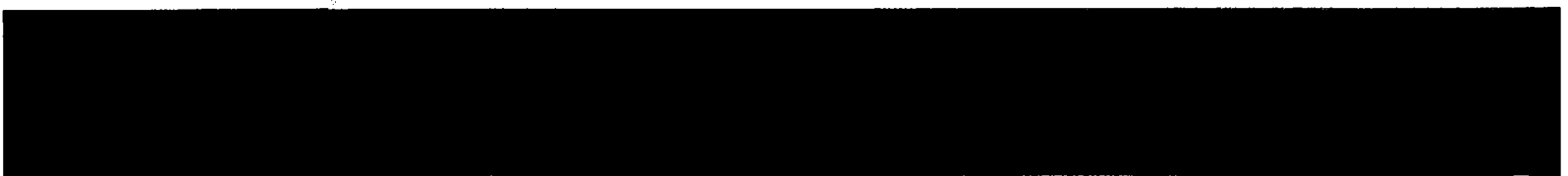
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policing decentralizes decisionmaking, not only by allowing community policing officers the autonomy and freedom to act, but also by empowering all officers to participate in community-based problem solving.

Proactive. As part of providing full-service policing, community policing balances reactive responses to crime incidents and emergencies with a proactive focus on preventing problems before they occur or escalate.

Partnership. Community policing encourages a new partnership between people and their police, which rests on mutual respect, civility, and support.)

Problem Solving. Community policing redefines the mission of the police to focus on solving problems, so that success or failure depends on qualitative outcomes (problems solved) rather than just on quantitative results (arrests made, citations issued—so-called “numbers policing”). Both quantitative and qualitative measures are necessary.

The Ten Principles of Community Policing

These ten principles should inform all policies, procedures, and practices associated with community policing. Many groups use them as a guide when writing their plans, referring to specific principles as justification for or explanation of certain decisions or actions.

1. **Philosophy and Organizational Strategy.** Community policing is both a philosophy (a way of thinking) and an organizational strategy (a way to carry out the philosophy) that allows the police and the community to work closely together in new ways to solve the problems of crime, illicit drugs, fear of crime, physical and social disorder (from graffiti to addiction), neighborhood decay, and the overall quality of life in the community. The philosophy rests on the belief that people deserve input into the police process, in exchange for their participation and support. It also rests on the belief that solutions to today’s community problems demand freeing both people and the police to explore creative, new ways to address neighborhood concerns beyond a narrow focus on individual crime incidents.

2. **Commitment to Community Empowerment.** Community policing’s organizational strategy first demands that everyone in the police department, including both civilian and sworn personnel, must investigate ways to translate the philosophy of power-sharing into practice. This demands making a subtle but sophisticated shift so that everyone in the department understands the need to focus on solving community problems in creative, new ways that can include challenging and enlightening people in the process of policing themselves. Community policing implies a shift within the department that grants greater autonomy (freedom to make decisions) to line officers, which also implies enhanced respect for their judgment as police professionals. Within the community, citizens must share in the rights and responsibilities implicit in identifying, prioritizing, and solving problems, as full-fledged partners with the police.

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3. **Decentralized and Personalized Policing.** To implement true community policing, police departments must also create and develop a new breed of line officer who acts as a direct link between the police and the people in the community. As the department's community outreach specialists, community policing officers must be freed from the isolation of the patrol car and the demands of the police radio so that they can maintain daily, direct, face-to-face contact with the people they serve in a clearly defined beat area. Ultimately, all officers should practice the community policing approach.
4. **Immediate and Long-Term Proactive Problem Solving.** The community policing officer's broad role demands continuous, sustained contact with the law-abiding people in the community, so that together they can explore creative new solutions to local concerns, with private citizens serving as supporters and as volunteers. As law enforcement officers, community policing officers respond to calls for service and make arrests, but they also go beyond this narrow focus to develop and monitor broad-based, long-term initiatives that can involve all elements of the community in efforts to improve the overall quality of life. As the community's ombudsman, the community policing officer also acts as a link to other public and private agencies that can help in a given situation.
5. **Ethics, Legality, Responsibility, and Trust.** Community policing implies a new contract between the police and the citizens they serve, one that offers hope of overcoming widespread apathy while restraining any impulse of vigilantism. This new relationship, based on mutual trust and respect, also suggests that the police can serve as a catalyst, challenging people to accept their share of the responsibility for the overall quality of life in the community. Community policing means that citizens will be asked to handle more of their minor concerns themselves, but, in exchange, this will free police to work with people on developing immediate as well as long-term solutions for community concerns in ways that encourage mutual accountability and respect.
6. **Expanding the Police Mandate.** Community policing adds a vital, proactive element to the traditional reactive role of the police, resulting in full-spectrum police service. As the only agency of social control open 24 hours a day, seven days a week, the police must maintain the ability to respond immediately to crises and crime incidents, but community policing broadens the police role so that they can make a greater impact on making changes today that hold the promise of making communities safer and more attractive places to live tomorrow.
7. **Helping Those with Special Needs.** Community policing stresses exploring new ways to protect and enhance the lives of those who are most vulnerable—juveniles, the elderly, minorities, the poor, the disabled, the homeless. It both assimilates and broadens the scope of previous outreach efforts such as crime prevention and police-community relations.

- 8. **Grass-Roots Creativity and Support.** Community policing promotes the judicious use of technology, but it also rests on the belief that nothing surpasses what dedicated human beings, talking and working together, can achieve. It invests trust in those who are on the front lines together on the street, relying on their combined judgment, wisdom, and experience to fashion creative new approaches to contemporary community concerns.
- 9. **Internal Change.** Community policing must be a fully integrated approach that involves everyone in the department, with community policing officers serving as generalists who bridge the gap between the police and the people they serve. The community policing approach plays a crucial role internally by providing information about and awareness of the community and its problems, and by enlisting broad-based community support for the department's overall objectives. Once community policing is accepted as the long-term strategy, all officers should practice it. This could take as long as ten to fifteen years.
- 10. **Building for the Future.** Community policing provides decentralized, personalized police service to the community. It recognizes that the police cannot impose order on the community from the outside, but that people must be encouraged to think of the police as a resource that they can use in helping to solve contemporary community concerns. It is not a tactic to be applied and then abandoned, but a new philosophy and organizational strategy that provides the flexibility to meet local needs and priorities as they change over time.

What Community Policing is Not

To understand what community policing is also requires knowing what it is not.

- **Community policing is not a tactic, technique, or program.** Community policing is not a limited effort to be tried and then withdrawn but instead is a new way of delivering police service to the community.
- **Community policing is not public relations.** Improved relations with the community is a welcome by-product of delivering this new form of decentralized and personalized service to the community, rather than its primary goal, as is the case with a public relations effort. Unlike police-community relations personnel, community policing officers are held directly accountable by the community.
- **Community policing is not anti-technology.** Community policing can benefit from new technologies, such as computerized call-management systems, if they provide line officers more free patrol time to engage in community-based problem solving. Moreover, community policing officers often benefit from access to computer terminals, cellular phones, telephone answering machines, fax machines, and other technological advancements.
- **Community policing is not "soft" on crime.** Community policing officers answer calls and make arrests like any other line officers, but, in addition,

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they involve the community in short-term and long-term proactive initiatives designed to reduce problems in the future. The distinction is that community policing considers arrest as an important tool in solving problems, not as the primary yardstick of success or failure.

- **Community policing is not flamboyant.** Dramatic, SWAT-team actions make headlines, but community policing complements such efforts by tackling chronic problems that require long-term community-based problem solving.
- **Community policing is not paternalistic.** Community policing shifts the role of the police from the “expert” with all the answers to a “partner” in an effort to make the community a better and safer place in which to live and work.
- **Community policing is not an independent entity within the police department.** While community policing officers are often the most visible symbol of the new commitment to community policing, these officers must be part of an overall strategy to form a new partnership with the community. The goal is also to make community policing officers a resource that others within the department use for information and intelligence about their beats.
- **Community policing is not cosmetic.** Community policing deals with real problems: serious crime, illicit drugs, fear of crime. It does so by addressing the entire range of dynamics that allow such problems to fester and grow.
- **Community policing is not a top-down approach.** Community policing shifts more power, authority, and responsibility to the line level by requiring that everyone in the department find ways to express the philosophy in their jobs. Community policing officers in particular must be given the freedom and autonomy to operate as “mini-chiefs” in their beats.
- **Community policing is not just another name for social work.** Helping to solve people’s problems has always been an integral part of police discretion, informally if not formally. Community policing merely formalizes and promotes community-based problem solving, while maintaining a strong law enforcement component.
- **Community policing is not elitist.** The goal is to ensure that the police do not stand apart from the community, but that they become a part of the community. Community policing requires the support and/or direct participation of all of the Big Six, with average citizens playing an equal role.
- **Community policing is not designed to favor the rich and powerful.** Some have argued that community policing extends the same courteous, respectful, responsive, and caring police service that the rich and powerful enjoy to other social classes. However, community policing also implies empowering the disadvantaged, thereby providing them greater clout in securing their fair share of a variety of public services. // WFB
- **Community policing is not “safe.”** By challenging the status quo and encouraging risk-taking, community policing implicitly includes allowing for failure and embarrassing mistakes.

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- **Community policing is not a quick-fix or panacea.** While creative, community-based problem solving can yield immediate successes, community policing also invests in longer-term strategies designed to solve problems and improve the overall quality of life over time. Especially because of its emphasis on positive intervention with juveniles, the full extent of community policing's impact on the community may take years to become fully evident.
- **Community policing is not just another name for other police initiatives such as crime prevention, police-community relations, or problem-solving/problem-oriented policing.**



Crime Prevention. Crime prevention is compatible with community policing—and many departments use their crime prevention officers as resource personnel for community policing initiatives—but there are differences in both their structure and their intent. Crime prevention officers are staff specialists whose duties include disseminating information on preventing crime. Community policing instead requires line-level personnel to engage in community-based problem solving that includes a strong focus on preventing crime, but which also addresses a host of the problems that can otherwise contribute to perpetuating an environment conducive to crime.

Police-Community Relations. As noted above, community policing improves relations between the police and the community, particularly minorities, as a by-product of delivering this new form of decentralized and personalized service, whereas police-community relations focuses exclusively on the goal of improving relations with the public. As is the case with crime prevention, police-community relations relies on staff specialists, and their duties usually concentrate on networking with formal leaders of communities. The philosophy of community policing instead asks line officers to express sensitivity and attention to citizens' concerns as part of delivering a full range of police services, and community policing's organizational strategy allows officers to be held directly accountable for their behavior by the people in their beats. See Appendix A for a detailed comparison of community policing to police-community relations.

Problem-Solving/Problem-Oriented Policing. Community policing and problem-solving/problem-oriented policing are often used interchangeably, but there are differences and distinctions. Community policing always involves using creative problem-solving techniques to address a broad range of community concerns. In contrast, problem-solving/problem-oriented policing does not always require involving the community in all aspects of the problem-solving process. Indeed, a concern with some approaches to problem-solving/problem-oriented policing is that it is applied in ways that maintain the police as the "experts," without the requirement that the community be allowed input in the process of identifying, prioritizing, and solving problems on a long-term basis. In addition, the problem-solving officers often do not work out of a decentralized office, have a permanent presence in the neighborhoods, or survey residents on an ongoing basis to determine if the problems have been solved on the long term.

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As the foregoing attests, community policing has precise meanings, and just because there is police problem solving in the community, this does not necessarily mean that it meets the criteria for community policing.

The Theoretical Basis for Community Policing

The question often arises whether community policing is based on accepted theory. Recent research (Trojanowicz, S., 1992) proposes that community policing is based on two social science theories: normative sponsorship theory and critical social theory.

Normative Sponsorship Theory. Normative sponsorship theory postulates that most people are of good will and that they will cooperate with others to facilitate the building of consensus (Sower, 1957). The more that various groups share common values, beliefs, and goals, the more likely it is that they will agree on common goals when they interact together for the purpose of improving their neighborhoods.

Critical Social Theory. Critical social theory focuses on how and why people coalesce to correct and overcome the socioeconomic and political obstacles that prevent them from having their needs met (Fay, 1984). The three core ideas of critical social theory are:

Enlightenment. People must become educated about their circumstances before they can lobby for change.

Empowerment. People must take action to improve their condition.

Emancipation. People can achieve liberation through reflection and social action.

Section Three will elaborate on these two theories and connect them to practical application.

Community Policing: A Background

Early Foot Patrol Experiments

Community policing's contemporary roots extend back to the foot patrol experiments that began in Flint, Michigan and Newark, New Jersey in the late 1970s. In both cases, research showed that not only did people in areas with foot patrol officers feel better about the police, but they also felt safer—even when, as was the case in Newark, there was no statistically significant reduction in crimes likely to be influenced by a foot patrol approach. (Flint did show a significant reduction in target crimes.)

As the researchers pondered these results, they noted that Newark had employed “undirected” foot patrol, whereas in Flint, foot patrol officers received training in how to enlist the community in creative problem solving, and the officers were given extraordinary latitude in exploring new ways to address a host of issues beyond a narrow focus on individual crime incidents.

Was foot patrol merely a “feel-good” effort that made people feel safer even if they were not demonstrably safer than before? Or did the comparison between Flint and Newark

suggest that Flint's "directed" foot patrol in particular had merit beyond providing reassurance of a visible deterrent to crime?

During the early years there were a number of experiments that attempted to replicate elements of the Flint and Newark experiments. While initial results on crime reduction were mixed, pre-implementation and post-implementation surveys regularly showed a reduction in fear of crime, reduction in disorder, enhanced perceptions of personal safety, and improved relations between police and the community—particularly in minority neighborhoods. Officer perceptions of improved safety and increased job satisfaction also occurred.

A Growing Trend. As a result, more police departments were willing to experiment with what would come to be called community policing. Community policing picked up steam as it moved toward being adopted as a comprehensive new way of delivering police services. In the early years, the focus was on encouraging departments to establish community policing officers in beats, allowing them the opportunity to show what they could achieve. As anecdotal and research evidence confirmed the contribution that community policing officers were making, the focus shifted to finding ways to confront two emerging problems: external and internal backlash.

External Backlash. Community policing has periodically come under fire from the business community and from middle-income and upper-income taxpayers, especially in jurisdictions where community policing officers service only high-crime neighborhoods, and particularly if deploying community policing officers necessitated cutting the level of service that the broader community previously enjoyed. Departments faced with the challenge of finding the resources to deploy new community policing officers often cut costs by:

- ✓ instituting a slower response on non-emergency calls
- reducing or eliminating patrols in business districts
- ✓ reducing, eliminating, or assimilating special units, such as crime prevention and police-community relations
 - charging for services that were previously free (such as security for parades and special events, and repeat calls due to false burglar alarms)
- ✓ taking more crime reports by phone
- ✓ asking people involved in "fender-benders" to go to the station to make a report rather than sending an officer to the scene
- ✓ eliminating "niceties" such as retrieving keys locked in cars and checking the homes of vacationers

Some citizens in the community may resent such changes. Consider, for example, the owners of small businesses who find that foot patrol officers who patrolled in front of their stores have been reassigned as community policing officers in high-crime residential neighborhoods. Or the parent that returns home after work to find her child's bicycle stolen, but learns that policy changes to free up resources for community policing officers now mean that it may be hours (or even days) before an officer will stop by.

Time and again, departments that adopt community policing piecemeal find themselves called by those who think of themselves as "solid citizens," those who rarely, if ever, call police for help, to explain why they are being asked to pay more in taxes for less in service. Again, if community policing officers are primarily assigned to high-crime, low-income,

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often minority neighborhoods—where police often spend a disproportionate amount of their time—more affluent groups may begin to feel that the police are not serving their needs.

Internal Backlash. Even in those early days of the Flint experiment, internal friction was a serious problem, particularly backlash from motor officers. Some of the resistance stems from the normal reluctance of any organization to change. But much of the backlash stems from the perception that community policing implies a total rejection of the status quo—that community policing is an insult and a threat to police officers who see themselves as the “thin blue line” protecting “us” from “them.” For those who view the job as answering calls, making arrests, issuing citations, and following orders, a shift to community policing can be perceived as changing the rules in the middle of the game—that they are being asked to do a job far different than the one they joined the force to perform. Community policing does not totally reject the past but attempts to build upon it. Community policing recognizes that the vast majority of officers have performed admirably in their traditional roles.

Turnover among police chiefs also contributes to internal backlash, since veterans who have “outlived” three and four chiefs during their career may feel that they can “wait out” a community policing chief who asks them to change. As one sergeant has commented, echoing many of his peers, “I’ve seen chiefs come and go. Why should I buy into community policing when the chief could be gone tomorrow?”

Unfortunately, the sergeant is right. During the past decade, the average tenure of police chiefs in major jurisdictions dropped from 5.5 years to between 3.5 and 4.5 years. And noted community policing chiefs, such as Drew Diamond in Tulsa and Betsy Watson, who took over for Lee Brown as chief in Houston, have been forced from their jobs.

The Ideal versus the Achievable

The community policing movement has grown beyond the stage where community policing officers must prove their worth. The challenge now is to focus on:

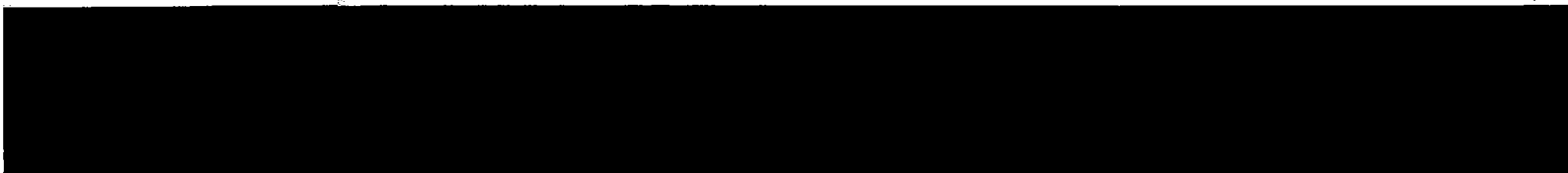
- developing a city-wide (jurisdiction-wide) community policing strategy, which addresses the problem of external backlash, and
- institutionalizing a department-wide commitment to community policing, which addresses the problem of internal backlash.

A City-Wide Strategy

Local Conditions

Community policing must be tailored to the needs and the resources of local jurisdictions—there is simply no way to provide hard-and-fast rules that can cover all circumstances. Consider the challenge of policing Los Angeles versus that of New York City. Though both are major cities, New York has a ratio of 5 police officers for each 1,000 residents, while Los Angeles has only 1.9. New York is so densely populated and vertical a city

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that if all residents of the borough of Manhattan attempted to go down to street level at the same time, there would not be enough room for them to stand, while Los Angeles sprawls across hundreds of square miles.

The image of crime in New York City may be the vicious attack of a Central Park jogger or the murders of Jusuf Hawkins and Yankel Rosenbaum, while the image of crime in Los Angeles is dominated by the 1992 riot, including the beating of Reginald Denny, and the drive-by shootings committed by some of the estimated 130,000 gang members in the city. Both cities have suffered economic reverses and both are struggling to deal with diversity, but each has its own culture and personality, its own problems, its own politics, and its own unique police tradition.

As this suggests, the specifics of a plan to implement community policing in New York should look quite different from those of a plan for Los Angeles. And community policing must adapt even more, to meet the needs of smaller cities, as well as suburban and rural areas, served by vastly different kinds of police agencies, each with its own pluses and minuses.

Yet it is possible to identify basic elements of a city-wide (jurisdiction-wide) community policing strategy, regardless of local conditions. The challenge is to adopt a strategy that ensures that everyone's needs are met with care and concern, and that requires adopting a strategy that empowers line-level personnel so that they can become effective community-based problem solvers.

Empowering Line-Level Personnel

As seen with Social Security, government initiatives that guarantee universal coverage, regardless of need, enjoy the broadest popular support. So the community policing ideal would, of course, require dividing the entire jurisdiction into manageably-sized beats, providing each beat with its own enthusiastic and trained community policing officers.

There is the question of whether all neighborhoods require the same intensity of policing. Many suburban areas are so-called "bedroom communities" that may be virtually deserted during the day, when the adults are at work and the kids are in school. Then there are upscale, walled enclaves with their own private security.

Tackling the dilemma of deployment with limited resources has been a continual problem and typically requires prioritizing beats that will be assigned police officers on an intense basis because of the severity and frequency of crime. Yet, considering the potential for external backlash, the challenge requires finding a way to deliver superior service, even to those who may not have the same intensity of police involvement. They need to be enlightened that patience with slower response for a nonlife-threatening call may pay off in the long run with less serious crime jurisdiction-wide—serious crime that often spills over into their neighborhoods.

If we return to the example of a parent who is unhappy that an officer would not come rushing because of the theft of a bicycle, the parent needs to be persuaded that effectiveness matters more than speed. This might require training the dispatcher to explain why speed is less important than a problem-solving process that offers more hope of long-term resolution.

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Perhaps the process then requires that a civilian volunteer call back two or three days later to see whether the bicycle has turned up. If it has not, an officer assigned to that district or sector could stop during his or her free patrol time, and the officer could be armed with a computer printout of other reports from the area. The officer could then work with the family on organizing a Neighborhood Watch. Or the solution might require asking parents to work with school officials on targeting students who skip school, so that these truants cannot spend unsupervised afternoon hours stealing bikes.

Just as in high-crime areas, the officer challenges the family to become involved in developing solutions and sharing information. As long as the police department demonstrates care and concern for the family's problems, they are not likely to resent the fact that community policing officers are spending more time in neighborhoods where residents routinely face problems far more serious than a stolen bike.

Departments that implement a city-wide strategy of community policing can provide everyone better service than when line-level personnel did little more than dash from call to call, often to little effect.

NOTE: Ideally, in the future, *all* officers should be community policing officers—not just a few designated as community policing officers.

A Department-Wide Commitment

Achieving Critical Mass

Some police departments cope with the danger of internal backlash by implementing community policing slowly, in phases. Others attempt (in vain) to evade the potential for internal resistance by adopting community policing as a limited and isolated program, placing community policing officers only in high-crime neighborhoods.

The general rule of thumb with reform movements is that at least one of every four workers must embrace the new approach if it is to have any substantive and long-lasting impact on an institution as a whole. Therefore, if community policing is applied merely as a program—deploying community policing officers in high-crime neighborhoods or placing D.A.R.E. officers in schools—it cannot reach the “critical mass” necessary to establish real reform. While such efforts are an important first step, they can never be enough on their own.

As the bicycle example demonstrates, a city-wide strategy requires a department-wide commitment, which means that all personnel must express the community policing philosophy in their jobs. All sworn and non-sworn personnel and volunteers must be trained in the community policing philosophy and in community-based problem solving. Community policing also changes the role of police managers from controllers to facilitators, whose job becomes providing the line-level personnel who deliver direct service to the community with the tools and the institutional support that they need to do their best job.

Specifics for Motor Patrol Officers

While a department-wide commitment ideally requires the support and direct participation of everyone in the department, it is crucial to instill the philosophy and practice of community policing in motor patrol officers at the outset, before all officers in the department are trained as community policing officers. Expectations for motor patrol officers should focus on three areas:

- ✓ **Community-Based Problem Solving.** Motor patrol officers should be evaluated on and rewarded for spending their free patrol time on community-based problem solving in their districts/sectors/beats. As future sections will detail, this requires far more than just getting out of the patrol car to greet people on the street.
- ✓ **Support for Community Policing Officers.** Motor patrol officers must be required to support community policing officers and cooperate with their efforts. Stated another way, police managers must make it clear that they will not tolerate any effort to undermine or sabotage this reform—particularly by disparaging the efforts of community policing officers in the interim before all officers become community policing officers.
- ✓ **“Zero Tolerance” of Excessive Force, Abuse of Authority, Incivility, Discourtesy, and/or Insensitivity.** Any “bad apples” who persist in unprofessional behavior, such as hurling racial slurs or immediately resorting to unnecessary physical or verbal tactics, can undo everything that community policing hopes to achieve. Therefore, police managers must strictly enforce codes of behavior, but this also places a new responsibility on line officers to “police” their own by openly challenging any peer who begins to stray across the line.

A New Vision

Community policing does imply a profound change from the past, but it is a mistake to construe this as a total rejection of the traditional police mission. Community policing builds on the basic virtues of traditional policing by its strong support for basic policing mandates, such as rapid response to emergency calls, enforcement of prevailing laws, and promoting public safety.

✓ Community policing proposes that it is time to move beyond working harder and faster toward working smarter through long-term, community-based problem solving. In essence, community policing assimilates traditional policing’s commitment to maintaining its readiness to put out the fires whenever and wherever they erupt, but it adds to that task the goal of focusing equal effort on preventing fires.

Community policing recognizes that the police alone cannot do the job, especially now that the job demanded of them requires trying to reverse the upward spiral of violence and drugs that threatens to explode into communities that previously viewed themselves as immune. The police must not only seek the support but also the participation of the entire community, and that requires a department-wide commitment and a city-wide strategy, so that no one is ignored in building this new partnership between people and their police.

Conclusions

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Conclusion

This section has set the tone for the rest of the book. The first two sections of the book provide general background information while the remaining sections provide more specific guidelines in the process of the long-term institutionalization of community policing.

Questions and Answers

Community policing has been called a philosophy and a strategy, a program, a tactic. Which is it? Community policing is both a philosophy and an organizational strategy—a new mission for the police, requiring new policies and procedures to attain those new goals. While the organizational strategy relies in large measure on assigning community policing officers permanently to specific beats, the philosophy and the dedication to community-based problem solving must be embraced and expressed by everyone in the department, civilian and sworn. Programs come and go. Tactics are applied, then withdrawn once the problem is solved. But community policing changes how police deliver service to the community, by encouraging a partnership between people and their police based on mutual respect and cooperation.

Was there ever a time when there was not some form of community policing? Community policing has often existed in some form in smaller communities because of the close, interpersonal relationships that exist among the residents. In small towns, officers and citizens often know each other, and they often work together to solve problems. In many ways, community policing formalizes the informal community-based problem solving that has long been the hallmark of small-town policing.

Is community policing unique to the United States? Community policing is flourishing worldwide. The National Center for Community Policing routinely fields requests for information from around the world, and there is much to be gained from cross-fertilization¹ with countries such as Great Britain and Japan.

Community policing reinvents foot patrol, with the old-fashioned beat cop as today's community-based problem solver, but if foot patrol was so effective, why did it die? Foot patrol virtually disappeared by the 1950s because of advancements in technology, with increased use of the patrol car and the police radio, and concerns that a close relationship with the community fostered corruption. Community policing does not reject technological advancement, but it suggests that nothing can outperform what committed people can accomplish working together. Concerning corruption, there is no research on whether community policing officers are more or less prone to corruption, but anecdotal evidence suggests that community policing officers may be less able to engage in undetected corruption because the community acts as an additional check on their behavior. Experience also suggests that corruption appears to be most common among officers who are not known to the community, such as undercover officers and those who remain anonymous in the community.

Since community policing emerged from foot patrol, is it just a nostalgic attempt to return to the past? While community policing shares some similarities with the foot patrol of the past, there are major differences between yesterday's beat cop and today's community policing officer. In the past, foot patrol officers were viewed as a visible deterrent to crime, and their community involvement and community-based problem-solving efforts were often conducted unofficially. Community policing formalizes and expands those roles for all line officers, with community policing officers acting as full-fledged law enforcement officers who also act as community organizers, problem solvers, protectors, and liaison/ombudsmen to other public and private agencies.

Are there any "model" community policing departments that have demonstrated that this approach is effective and viable over time? Community policing has demonstrated its effectiveness in numerous locations. However, crime rates are often used as the measure of success, which makes it difficult to judge community policing efforts. Relying on crime rates as the sole determinant of community policing's success or failure is problematic because only one out of three of all crimes (and only two of five violent crimes) is ever reported to police. In fact, as the relationship between people and their police improves with community policing, people may tell police about more crimes that would have gone unreported before. Also, the lack of job security for the chief is a serious problem in judging a particular department's efforts over time, since many impressive community policing initiatives have been dismantled by an incoming chief whose philosophy differs from that of his or her predecessor.

How long does it take for a police department to make the transition to community policing? Fully institutionalizing community policing may well require 10 to 15 years. While that sounds forbidding, the reality is that most departments can usually make the initial transition to community policing within a few months, but institutionalizing the approach to the degree that it cannot disappear takes years. For one thing, police must modify policies and procedures related to a variety of issues, such as recruiting, training, performance evaluations, and promotions. It also takes time for the culture within the department to change to a focus on community-based policing, not only because all change generates resistance, but in particular because many existing personnel chose policing because of a sincere commitment to the goals, objectives, and strategies of traditional policing. It can also take many years for community policing's proactive focus, especially its focus on the young, to demonstrate the virtues of this new way of delivering police service to the community. In addition, all of the Big Six need to make substantive changes and contributions in order for community policing to become a reality.

What is a tangible benefit of establishing this new relationship with the community? Community policing reduces and even eliminates anonymity on both sides. It reduces the likelihood that officers will abuse their authority or use excessive force, not only because they may be less likely to abuse people they know but also because community policing officers know that they will be back in the community the next day, where they can be held directly accountable for their actions. The residents cannot be anonymous either. They need to "step forward" and do their part.

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✓ **Do community policing officers feel safer?** Community policing officers can turn to residents for personal protection. Experience shows that community policing officers alone on foot often feel safer than two motor patrol officers together in a patrol car, no doubt because they have good reason to expect that the relationship with the community means that residents will be willing to come to their aid if they are threatened.

Are community policing officers specialists? In terms of role definition, community policing officers are generalists, not specialists. In addition to the skills traditionally associated with police work, the job of community policing officer also requires enhanced interpersonal and communication skills, as well as problem-solving skills. It should be noted, however, that some police unions consider the job of community policing officer as a specialty.

What is the difference between problem-oriented policing and community policing? All community policing involves problem solving, but not all problem-oriented policing is community policing. Problem-oriented policing does not always include permanent assignment of the officers, the officers working from a decentralized station, and the officers soliciting input from citizens regarding their ideas about the problems and how to solve them. Some problem-oriented policing may be an unintentional "we know what's best for you" orientation. Also, problem-oriented policing does not necessarily involve long-term evaluation to ensure that the solutions to the problems are long lasting.

Is problem-oriented policing more palatable to police administrators than community policing? The hallmark of community policing is the police and citizens working together in a partnership. That partnership can only be enhanced if there is a bond of trust. That bond is a reality when the citizens feel the government is sincere about their effort. The best way to show that it is a serious endeavor is to ask people for their opinions and concerns and then follow through with positive action. This takes a deep commitment. Some administrators and others of the Big Six do not have the commitment. Therefore, problem-oriented policing—which identifies a problem, helps solve it, and then moves on to another problem—is much more palatable to some administrators than involvement in a long-term governmental and organizational commitment.

Can community policing be counterproductive and increase the hostility of citizens rather than reduce hostility? Community policing is based on the premise that the police and the citizens together can both identify and effectively solve community problems. If community policing is just a "buzz" word and not a long-term commitment, then the escalated expectations that it creates will ultimately be its undoing. Citizens will be enticed to expect change but will be disappointed if it is not forthcoming, leading to increased resentment because the promises have not been fulfilled. Short-term appeasement is not true community policing.

How can police departments that embrace community policing avoid having “two” departments, with some of the officers community policing officers and the rest traditional officers? Ultimately, all personnel in the department should embrace the community policing philosophy but it is difficult, if not impossible, to transform the department “overnight.” As much as possible police managers should try to build teamwork and not foster the “two-department” orientation. The community policing officers should not be given so many special privileges that they are considered “prima donnas.” They should handle all kinds of calls, work some weekends and night shifts, and continue to perform traditional activities, like making arrests. The less they are seen as different and the more they are viewed as full-service police officers the less the chance that a department will become divided. It is better for all of the officers to practice community policing half of the time than have half of the officers practice it all of the time.

There are certain words associated with community policing. For example, what does “empowerment” mean? There are several “buzz” words associated with community policing. “Empowerment” means giving people who live in the neighborhood the necessary influence to affect the services that are supposed to be provided to them. It means that the recipients of the services should have a say in how the service is provided and delivered. Empowering people is enabling them to help themselves. Citizens cannot be patronized or “fooled” into believing that they have influence when, in fact, they do not. Improving the quality of life in our neighborhoods means a long-term commitment by both the government and the citizens—and when the government reflects the wishes and needs of the citizens, then there will be true empowerment. Empowerment also refers to the line officer being given the freedom to be creative and make meaningful decisions.

¹ **Cross-fertilization** is a key element in the success of community policing efforts that refers to interchange or interaction—as between different ideas, cultures or categories—that is of a broadening or productive nature.

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Section Five

What Community Policing Officers Do on the Job

In too many cases, officers are told, "You are now a community policing officer—go do the job," as if that is all the guidance and direction that they need to succeed. The reality, of course, is that community policing officers will continue to need assistance even beyond the training discussed in Section Four.

Because community policing is a philosophy, not a program, many of the intangibles involved in the job cannot be captured on paper. Community policing officers need to be receptive to input and ideas from citizens, and they must be creative and innovative in translating that input into actions that help to solve the problems that the community faces. Community policing officers also need freedom and autonomy—including the freedom to fail.

The job also requires flexibility in scheduling. Community policing officers often organize community events that bring the neighborhood together, and coordinating such events typically requires working during regular business hours. Yet the officer may need the freedom and flexibility to work in the evenings, such as when there is a crack house to be raided. This requires a great deal of trust between community policing officers and their supervisors. Trust is essential, since the officer must have the freedom to do what is best for the neighborhood, although it may not fit exactly into traditional scheduling patterns.

Thus community policing is a mindset and not just an officer doing on foot what is normally done in an automobile. For example, consider the following description used by the Michigan State University Police:

Community policing is the philosophy of involving a police officer in a specific section of the community, with ownership, on a long-range basis. The key element is geographic ownership. The community policing officer works to organize the resources of the community, the police department and other agencies to reduce crime and meet the appropriate needs of the community.

Community policing is a philosophy of caring, working with people and helping people. This often means helping people informally when the formal systems do not seem to work.

In the above example, note the emphasis on community policing as a philosophy, not just a program, and the emphasis on the community policing officer as an organizer of other resources, not someone who performs individual tasks. This mindset forms the basis of how the community policing officer approaches actually performing his or her job.

This section will look first at the basic duties and activities of community policing officers. It will show how these elements can be fashioned into a specific job description, which departments can tailor to their requirements. A closer look is given at how community policing officers directly apply the concept of community-based problem solving in their daily work, including a discussion of logistics—about the beat itself, establishing an office, introducing the officer to the community, the Neighborhood Network Center concept, and so on. With that fuller understanding of what the job of community policing officer entails, you will clearly see the implications for the selection process.

General Duties and Activities

Several years have been spent collecting information on what community policing officers do. The following list represents the general categories of duties and activities:

Law Enforcement. The community policing officer performs general duties common to all police patrol assignments.

Directed Patrol. Though increased visibility on the street is an added plus, the main reason for removing the community policing officer from the patrol car is to allow the officer the time and opportunity to work behind the scenes, involving the community in efforts to make the beat a better and safer place in which to live and work.

Community Involvement. The community policing officer attempts to build an atmosphere of mutual respect and trust, so that average citizens and community leaders form a new partnership with the police, to address the problems of crime, drugs, fear of crime, and social and physical disorder, including neighborhood decay.

Identifying and Prioritizing Problems. The community policing officer works with community residents to identify and prioritize problems.

Reporting. The community policing officer shares information, including information about problems in the beat, with officers who are part of the team and also with the rest of the department, including special units (such as narcotics).

Problem Solving. Because of the knowledge that the community policing officer has of the neighborhood and the people who live there, he or she can be the catalyst to develop creative solutions to problems that do not focus exclusively on arrest.

Organizing. The community policing officer rapidly moves beyond organizing activities such as Neighborhood Watch to organizing a number of community-based initiatives and activities aimed at specific problems and at enhancing the overall quality of life in the community.

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Communicating. The community policing officer gives formal and informal talks to individuals and groups to educate people about crime prevention techniques and to discuss problems in the beat. He or she also employs writing skills to communicate with residents in the beat and may also be empowered to communicate directly with the media.

Conflict Resolution. The community policing officer mediates, negotiates, and resolves conflicts formally and informally (and challenges people to begin resolving problems on their own).

Referrals. The community policing officer refers problems to appropriate agencies: code enforcement, social services, drug treatment, animal control, sanitation, and so on.

Visiting. The community policing officer makes home and business visits to acquaint individuals in the beat with community policing, to enlist their help, and to educate them about crime prevention.

Recruiting and Supervising Volunteers. The community policing officer must solicit, train, and supervise paid and/or unpaid community volunteers, ranging from individuals who assist with clerical duties to people who are working with juveniles in the neighborhood.

Proactive Projects. In addition to efforts that focus on solving immediate problems, the community policing officer works with the community on short-term and long-term efforts to prevent problems and enhance the quality of life.

Targeting Special Groups. Part of the community policing officer's mandate is to protect and assist groups with special needs—women, juveniles, the elderly, the disabled, and the homeless, as well as to target other groups such as youth gangs for special attention.

Targeting Disorder. Unlike traditional police officers, the community policing officer's mandate includes emphasis on developing solutions to problems of social and physical disorder and neighborhood decay.

Networking with the Private Sector. The community policing officer contacts and solicits the active participation of business, ranging from donations of goods from small business to broad corporate support for new initiatives.

Networking with Non-Profit Agencies. The community policing officer acts as both liaison and facilitator with non-profit agencies, ranging from food banks to the Boy Scouts and Girl Scouts.

Administrative/Professional Duties. The community policing officer participates in training, roll call, and office duties (answering mail, phone call, reports).

The information above describes general duties and activities, but community policing officers need more specific reference points so that they can tell whether they are performing to the expectations of both the department and the community. A job description not only offers the officer much-needed guidance, but it also provides supervisors the basis for assessing the officer's performance.

Without a clear job description, community policing officers can stray across dangerous lines without realizing that they are doing so. In one department where there was no job description for community policing officers, an officer became actively involved in a partisan voter registration campaign initiated by an ambitious candidate seeking to dislodge the incumbent. Needless to say, the incumbent, his political party, city hall, and police officials were furious—and the entire community policing effort was halted.

It is very important that prior to assigning a community policing officer to a beat that he or she be given a job description. The job description should not be so specific that it stifles creativity, but it should be specific enough so that it provides guidance. The following is an example of a workable job description.

Sample Specific Job Description

The community policing officer will be responsible for a variety of duties that will include, but not be limited to, the following:

- Perform the duties of a police officer assigned to the Uniform Patrol Bureau as necessary.
- Gather and report intelligence-related information in reference to the officer's assigned neighborhood.
- Provide a sense of security for businesses and citizens within the assigned neighborhood.
- Become acquainted with the merchants, businesses, and citizens within the neighborhood and assist them in identifying problem areas or concerns.
- Enforce local and state laws, particularly those related to, or specifically drafted for, the assigned neighborhood.
- Respond when available to all calls for service within the assigned neighborhood.
- Respond when available and investigate reports of criminal offenses within the assigned neighborhood.
- Be responsible for building security, where applicable—particularly vacant or temporarily closed businesses and residences.
- Develop and conduct speaking presentations on topics that have been identified as concerns and/or problems within the neighborhood.
- Research and develop materials for preparing outlines, newsletters, and citizen training programs, as well as in-service training programs.
- Conduct interviews with representatives of the media.
- Serve as a member of various organizations and committees at the direction of the administration.

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- Conduct security surveys, complete crime risk reports, and provide follow-up contacts on commercial/residential burglaries and armed robberies that occur within the assigned neighborhood.
- Prepare and coordinate the tasks to be accomplished within the neighborhood on a weekly basis.
- Prepare weekly evaluation reports describing task accomplishments related to program goals and objectives.
- Coordinate the services of various governmental and private agencies in an effort to resolve identified problems within the neighborhood.
- Organize resources of the community, the police department and other agencies to reduce crime and meet the appropriate needs of the community.
- Due to the nature of the assignment, it is anticipated that the officer selected will have to work a flexible schedule of 40 hours per week with variable leave days. Authorized functions or activities above 40 hours will be compensated as overtime.

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Community-Based Problem Solving

The list of general duties and activities and the specific job description together provide a basic picture of what community policing officers do and what is expected of them. However, most community policing officer candidates still want examples of community-based problem solving.

Examples of Community-Based Problem Solving

Since creativity is an essential ingredient in community-based policing, and because all initiatives must take into account the needs of the community, there is simply no way to provide an exhaustive list of examples. Offered instead are some ideas, grouped by various kinds of common problems and concerns. Keep in mind that some of these examples can also be applied to other circumstances. The purpose of this listing is not to limit your imagination but to prime it.

Problem Identification. These initiatives can help community policing officers introduce themselves to the community, so that they can begin to build the rapport necessary for the community to share their concerns.

- Door-to-door drop-off of business card/flyer with telephone number of community-based office.
- Use of community surveys to learn about unreported crime and other problems.
- Attendance at local meetings, church activities, and social events.

- Use of transportation that makes community policing officers aware of the environment and easily approachable, such as bicycles, all-terrain vehicles, horses, and golf carts.
- Involvement in established activities such as Special Olympics.
- Use of the media to provide safety tips, especially at special times of the year such as Halloween.

Disorder. Community policing officers can employ various approaches to identify and deal with disorder.

- Surveillance (with or without a camera) at peak times of disorder.
- Promote enactment of loitering laws; post "No Parking or Standing" signs; enforce park restrictions on hours and alcohol.
- Community cleanup of vacant lots that attract drug dealers and prostitutes.
- Work with code enforcement to tear down abandoned buildings that can become havens for problem people.
- Work with churches, businesses, and volunteers to provide secure shelter for the homeless, to gather donated clothes, to help at soup kitchens.
- Identify absentee landlords and hold them accountable for code violations and unkempt lots.
- Tow abandoned vehicles used by prostitutes.
- Supervise offenders on probation and parole and those sentenced to community service.

Anti-Drug Initiatives. Community policing officers can be a catalyst in addressing street-level drug problems.

- Organize and supervise citizen groups to patrol streets where drug dealers operate.
- Work with landlords and attend apartment showings to discourage dealers from moving in.
- Establish drug hotlines for anonymous tips.
- Use forfeiture laws against landlords who cater to drug dealers.
- Remove pay telephones (or limit them to outgoing calls) to discourage use by drug dealers.
- Connect addicts, particularly priority addicts such as pregnant women, with drug treatment facilities (cutting red tape where possible).
- Post lists of jobs available in the community-based office and warn known dealers to find other work or face arrest.
- Institute D.A.R.E. officers in schools.

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- Provide positive alternative activities/groups for youngsters at risk of joining gangs.
- Work with apartment managers/private security to establish a resident I.D. system to keep drug dealers/customers out of problem facilities.

At-Risk Youths.

- Organize activities/classes designed to instill self-esteem.
- Work with recreation personnel and volunteers to expand after-school and summer sport activities.
- Recruit volunteers for tutoring and post a list in the community-based office.
- Encourage schools to stay open late—and recruit volunteers—so that youngsters have a place to socialize other than the street.
- Educate youths on their legal rights and responsibilities.
- Initiate conversations about child abuse to uncover hidden problems. Be alert for signs of abuse. Organize classes for parents on dealing with stress.
- Encourage schools/churches to provide “quiet rooms” where youngsters can do their homework.
- Involve parents in enforcing curfews.
- Work with area businesses/residents on providing safe havens for children.
- Encourage churches to develop an exchange program so that urban youth can visit rural/suburban areas and vice versa.
- Enlist university arts/literature departments to establish classes so that youngsters can express themselves.

Women.

- Conduct rape prevention classes.
- Establish a volunteer escort service to accompany women at night.
- Make a concerted outreach to inform women about services and facilities.

The Elderly.

- Provide information on “cons” aimed at the elderly.
- Recruit volunteers to accompany and assist them on shopping trips.
- Enlist older citizens as volunteers to work with at-risk youths.

In addition to the community policing officer’s direct involvement with the above groups, he or she can also enlist the assistance of others in the community. For example, one community policing officer identified all of the elderly in her area that were housebound

because of physical problems or because of fear of crime. She asked the local mail carrier to do a quick check on them when the mail was delivered through a system of either waving through the window or making quick face-to-face contact to make sure that they were okay. The firefighters at the neighborhood firestation were also willing to make daily telephone calls to the approximately 20 persons identified in order to ensure that they were okay. (Some of these firefighters were also willing to talk to latchkey kids after school.) In addition, the officer contacted the local high school social sciences teacher, and as a community project his students would do grocery shopping for the infirmed and volunteer for other activities such as raking leaves and shoveling snow.

There is a tremendous amount of volunteer help that can assist the officer in dealing with the problems of the community. The officer cannot possibly do all of the cleanups and the telephone calling, make daily contact with the elderly, and directly work on other community projects without help. However, the community policing officer can identify and organize the residents.

Logistical Issues

Identifying Beats: Community of Interest

The last section listed the criteria for prioritizing areas that request or need community policing. The community policing officer is usually not the one to develop these classifications, although he or she may have been input in the planning process. Having a priority list is important because community policing will take years to be instituted throughout an entire department. Therefore most departments begin on an experimental basis, often one beat at a time. If the method for selecting the beats is not perceived as fair, there will be competition throughout the city and accusations of political favoritism. Obviously the officer assigned to a particular beat should not be caught in the middle of the politics involved.

Determining Beat Boundaries

As Section Three pointed out, the ideal in determining beats is to have distinct geographic boundaries that identify neighborhoods occupied by persons with similar characteristics. The ideal is not usually achievable, however, because the area is rarely defined by distinct boundaries such as rivers and railroad tracks and because most communities are diverse. Therefore beat boundaries are usually determined according to a "community of interest," particularly based on concerns about crime and disorder. Often a public housing tract is considered the beat boundary; in other cases, it is an area surrounding a school, church, or an ethnic or racial enclave that exhibits some cohesiveness. There may be areas that are "natural neighborhoods" by history, development, geography, or ethnicity. Once the boundaries have been determined, some officers hold a "name your neighborhood" contest to increase the sense of pride and ownership within the community.

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Optimal Size of the Beat

When the beat area is too large, the community policing officer is overwhelmed and cannot maintain the daily face-to-face contact so important in community policing. It is difficult to generalize about the optimal size for every beat, because size is dependent upon population density, geographic size, amount of crime and disorder, number of perpetrators frequenting the area, number of high-rise buildings, number of businesses, number of young people, number of transients, cohesiveness of the community, as well as many other factors.

One rule of thumb is to have the beat area small enough so that the officer can walk every street (or every floor of a high rise building) once every three days. Another guideline is that the officer should be able to knock on every door in the area within an eight-month period (recognizing that not everyone will be home at the time of the attempted contact.)

If the area is densely populated, the beat might include only a block or two. If the area consists of single homes on large lots, the beat may be many blocks. A larger geographic area may require that the officer use a bike, a motor scooter, or some other vehicle to patrol the area. In these larger geographic areas, using a car but parking and walking is obviously the most efficient method, as long as the officer is not continually tied to the radio.

“Park and walk,” although very efficient, has its problems because the officer needs to have the mindset that being out of the automobile is as important as being in it. Many officers are reluctant to leave their patrol cars—not only because they feel it is inefficient but because they may get a call or because they fear for their safety, even though it is becoming increasingly clear that officers who are deeply involved in a regular beat area are safer because citizens will come to their aid in time of crisis.

It is better to have an area that turns out to be too small than an area so large that an officer cannot get the community stabilized. In one community, the beat area started with 500 households, because it was a high-crime area. After the area was stabilized, the beat size was doubled the following year.

In the exuberance to begin community policing with limited resources, a common mistake is to make the area too large. This makes it very difficult for the officer and citizens to identify and deal with problems on a long-term basis.

Selecting an Office: Decentralization

One of the important elements of community policing, especially in larger jurisdictions, is decentralization. It is important that the officer be accessible and accountable to the citizens. This usually necessitates the officer having an office in the neighborhood, although this is not as important in smaller jurisdictions where the officer is accessible at the central location. (However, even in these cases, some people are reluctant to go to a central location). A decentralized office encourages dialogue, even though most of the community policing officer’s time will be spent out of the office.

The location of the office in the neighborhood is not as important as the need for it to be accessible. The office can be in a(n):

- School
- Recreation center

- Donated apartment within private or public housing
- Church office
- Forfeited and remodeled drug house
- Mobile home trailer

Having an office in a trailer, however, might send the message that the community policing effort is not permanent and can be interrupted at any time. Permanency is important, so that community policing is not perceived as just another short-term government experiment.

Many community policing officers have been successful at securing donated space and supplies from concerned business people, churches, schools, or other organizations. In fact, one way to bring the neighborhood together is to organize a fund-raiser such as a rummage sale or bake sale for the money to equip the office and even to pay for telephone and utility bills. In one city, civic agencies such as Kiwanis and Rotary adopted specific community police offices and paid telephone and office expenses. In another instance, a school designated all proceeds from a school soft drink vending machine to be used to support the local community policing officer's phone expenses. Neighborhood residents may even volunteer their time and skills to decorate, clean, and maintain the office space.

Other than the basic office furniture, a telephone, and answering machine for when the officer and volunteers are out of the office, the officer might benefit from some or all of the following:

- | | |
|-----------------|---------------------------|
| office supplies | business cards |
| photocopier | information handouts |
| fax machine | bicycle, scooter or horse |

What the Officer Should Do First

Once the beat has been identified and an office selected, the newly assigned community policing officer should take at least two weeks to become familiar with the area and its people. Recommended "get started" activities include the following.

- Take one to two days to ride around the area alone, getting to know the geography and the landmarks. Study a map. Note the locations of churches, businesses, agencies and schools.
- Develop your own personal "letter of introduction." The letter should introduce you by name, and it should stress friendliness, informality, and a first-name-basis relationship. It should outline your duties as a community policing officer and provide your local office phone or pager number. Emphasize that, in an emergency, people should dial 911, so the closest police will respond. For long-range crime and neighborhood problems, people can contact you directly as their own neighborhood community policing officer. (See Appendix C for a sample letter of introduction.)

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- After a couple of days, make contact with area clergy, business owners, local agencies, and school officials.
- Walk the entire area and begin to meet people at random, explaining that you are a full-service community policing officer who has been assigned to the area on a long-term basis and that you have an office in the neighborhood (giving them the location), hand out your business card, mention that you will be responding to calls when you are on duty, and explain about your answering machine. It is important to mention that you are working closely with the regular motorized officers and that they will be integrated into this approach.
- Discuss how formal survey material will be distributed, so that all residents will have a chance to identify problems, prioritize them, and discuss which ones they are willing to help with. (See Appendix D for a sample survey.)
- Make motor patrol officers in your area aware of your presence and keep them informed about what you are doing. Information can be shared formally (memos, messages, role call) or informally (in conversations over coffee or lunch).
- Community policing officers should be supplied with a crime analysis report for the area and an estimate of unreported crime as a baseline to compare how much the reporting of crime increases over time, as an indicator of whether trust is building.

Introduction to the Community

After taking a week or two to familiarize himself or herself with the general area, the officer should begin going door to door, introducing himself or herself to whomever answers and explaining his or her role. If no one is home, a business card or letter of introduction should be left in the door.

Consideration should be given to other creative ways of introduction. Perhaps enlisting a Scout troop to hand out flyers, or posting them at convenience stores and laundromats. Officer Don Reynolds took a novel approach by writing and recording a rap song that he called "Reynolds Rap," which he played on a boom box as he walked the beat. Area kids followed him, laughing and pointing. Soon, however, they could not resist asking him what he was doing, and experience shows that if you make friends with youngsters, their parents will follow.

Daily Routine Activities

Even though the job of being a community policing officer requires flexibility, the officer will typically establish some sort of routine. While the routine may vary somewhat from day to day, a daily routine can help officers organize their time. Many community policing officers begin the shift by listening to messages on the answering machine, making callbacks, attending to business left over from the previous day, and handling paperwork. With the office duties under control, it is time to plan the balance of the day. Walk the beat. Meet with others involved in community-based initiatives. Appear in court. Schedule times to check back into the office for calls and to confer with volunteers.

Specific Responsibilities

The following recapitulates the most important specific responsibilities of the community policing officer.

- Organize the community and build a sense of pride and ownership.
- Plan and institute community-based problem-solving initiatives.
- Assist young people by:
 - being a positive role model.
 - establishing positive educational/social/athletic activities.
 - providing alternatives to gang membership.
 - offering a more nurturing environment.
 - involving and supporting parents.
 - networking with schools and other agencies that can help.
 - identifying and dealing with child abuse.
- Work with special groups, ranging from juveniles, women, and the elderly, to the homeless, runaways, and substance abusers.
- Gather information with others in the department.
- Network with other agencies that can help, and document contact for others in the department.

The Neighborhood Network Center

As the last example above (networking with others) suggests, community policing officers cannot be all things to all people or they will never have time for their law enforcement duties. The Neighborhood Network Center concept evolved from community policing as a means of attracting other service providers to join the community policing officer in working together to address problems with multi-problem individuals and families.

The Neighborhood Network Center concept seeks to apply the decentralized and personalized model of community policing to the delivery of other public and private social services. This new approach allows other social service providers, such as social workers, public health nurses, mental health professionals, drug treatment counselors, education specialists, and probation and parole officers to join the community policing officer in the community on a part-time and full-time basis. This new community-based team of professionals operates from a facility located in the target neighborhood. Neighborhood volunteers are also an important component. Their help can range from baby-sitting for the teenage mother while she finishes her high school education to helping tutor kids who are having trouble in school.

The community policing officer serves as the informal leader of this new group of community-based problem solvers for many reasons. First, the community policing officer knows the community intimately—its strengths and weaknesses. Second, the community

policing officer has a presence in the community, which can lead back into the private citizens and the broadest range of deadly force in

Lansing, Michigan. Communities are also experimenting

In Lansing, Michigan, a woman who was a dropout, was profoundly troubled by a litany of problems they realize that they need to take the lead. But they provided the Neighborhood Network Center

The idea seems to be a decentralized and decentralized approach allows neighborhoods where they are

The agencies have direct contact with skilled professional police administration duties, and police officers to be

Space precludes a full description of the Neighborhood Network Center. A police investigator works three shifts on a 24-hour basis and is involved in the community. He should put himself in the shoes of the community policing officers. (

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- A community-based approach
- A formalized structure
- A response-oriented approach
- Clear communication
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police officer has already established a bond of trust with the law-abiding people in the community, which can serve as a foundation for the other service providers. Third, the community policing officer acts as the protector for the other professionals who follow his or her lead back into the community, just as the community policing officer is the protector of the private citizens and volunteers in the beat area. Fourth, the community policing officer has the broadest range of options, ranging from a pat on the back for a job well done to the use of deadly force in dealing with the problems that the community may face.

Lansing, Michigan has established one Neighborhood Network Center and plans another. Communities like Newport, Rhode Island; Norfolk, Virginia; and Fort Pierce, Florida are also experimenting with similar efforts.

ie elderly,

In Lansing, the impetus began when Community Policing Officer Don Christy talked with a woman who revealed that her alcoholic husband beat her; her son, a high school dropout, was probably selling drugs; and her daughter was pregnant. Faced with such a litany of problems, many community policing officers feel overwhelmed, especially when they realize that there is no system in place that requires agencies to work together or even to take the lead. But in this case, when Officer Christy took his concerns to his department, they provided the leadership necessary to bring agencies together to establish a Neighborhood Network Center in donated office space in Christy's beat.

for others

The idea seems to benefit everyone involved. The community receives a wider range of decentralized and personalized service from one location. This "one-stop-shopping" approach allows multi-problem individuals and families to receive the help they need without running around town from agency to agency, a particular concern in low-income neighborhoods where transportation is often a problem.

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The agencies involved benefit by delivering superior service and by re-establishing direct contact with clients. The police officers benefit by being able to refer people to skilled professionals that they know and trust, freeing more time for law enforcement. The police administration benefits because the officer is spending more time on law enforcement duties, and critics of community policing can no longer claim that the job requires police officers to be just social workers.

Space precludes listing all of the agencies that currently operate from Lansing's Neighborhood Network Center, but it should be noted that it provides space for a decentralized police investigator and the regular patrol officers (called "district" officers) who work the three shifts on a 24-hour basis. Working from the same facility has allowed them to become involved in the community-based, problem-solving process and, eventually, Officer Christy should put himself "out of business" because the district officers will be the community policing officers. Obviously this is a long-term ideal.

For those considering a Neighborhood Network Center, this reform requires:

- A commitment to structural and organizational change within the participating agencies.
 - A formal mission statement and letter of agreement.
 - A response tailored to local needs and resources.
 - Clear support from the top of each participating agency.
 - The delegation of authority and responsibility to line-level employees.
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- The establishment of a community-based facility in a defined beat area.
- Opportunities for part-time and full-time, line-level employees (and volunteers) to have sustained, face-to-face contact with the community.
- Community input in identifying and prioritizing problems (through surveys and direct contact).
- A focus on problem solving, through a team approach.
- A commitment to recruit and involve local volunteers.
- A mandate to be creative and innovative.

There are still some issues and obstacles to identify and deal with, most notably: funding, how to evaluate success, who will be the leader(s), formal and informal accountability, liability, confidentiality, terminology, and ethical considerations.

There is not yet enough experience with the Neighborhood Network Center approach to identify all of the potential problems that may arise. Among the many questions to be answered are: Will all team members be allowed the flexibility to work hours as needed? How will each agency handle issues of overtime? Is it likely that some team members will shift from part time to full time and back again, as needed? Will team members have the right to change the boundaries of the "beat" area that they serve? As the community stabilizes, for example, we might expect the size of the community policing officer's beat to grow. Will changing demographics in the community require changes in the roster of the team? Will some initiatives be so successful that some team members are no longer needed? If so, does it really make better sense to have them return to working out of a centralized facility? Or should this be the model for the delivery of service, regardless of the level of problems in the community? These and many other questions need to be addressed through ongoing research and evaluation of Neighborhood Network Centers if they are to become the model for high-crime areas. The National Center for Community Policing is currently conducting this research.

Selection of Community Policing Officers

It may take a different type of officer to succeed in community policing, although most contemporary officers can probably succeed if they are given support and rewards. If community policing is to become the way that all police officers deliver service to the community, then everyone in the department should be ready and willing to step into that role.

Some departments have been restructuring their recruiting so that they will attract candidates oriented to the community policing philosophy. In one case, a department produced an introductory brochure that includes information on community policing given to all who apply, and the entrance examination and pre-employment oral interview focuses on the principles and concepts of community policing. As a result, those who do not endorse these

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ideas typically seek work elsewhere, and interviewers can also screen out candidates who do not seem suited to community policing.

Rookies versus Veterans

There is no formal research to show whether experience in police work correlates with success as a community policing officer, and there are success stories of eager rookies as well as burned-out veterans who claim to be “born again” as community policing officers. Yet there are obvious pluses and minuses that should be considered with both groups.

In the case of rookies and inexperienced officers, the good news is that they have no bad habits to undo and no preconceived notions about the job. Yet, as a general rule, it seems that officers need at least three years of experience to become comfortable with police work. Prior to that, officers often have difficulty in four areas.

- **Making Arrests.** It can be difficult for inexperienced officers to get a handle on the job of making arrests. Some make too many arrests, particularly in situations where other alternatives might make better sense. Others are clumsy or uncomfortable at first. It can take time for many inexperienced officers to get a feel for this aspect of the job.
- **Culture Shock.** Many police officers come from middle-class backgrounds, and they may never have seen what life is like in high-crime, low-income neighborhoods. Problems such as child abuse and domestic assault may be so far from their experience that it will take time for them to learn how to handle such situations.
- **“Red Light and Siren Syndrome.”** Many candidates grew up watching police on TV, so they selected police work because it seems to offer action and excitement. As a result, the job can seem dull in comparison. It may take a few years for them to get the desire for action and danger out of their systems.
- **Lack of Knowledge/Information.** Community policing officers network with a host of other government officials and representatives from various agencies, and many young people do not clearly understand how various elements of the “the system” work. While training can address some of these concerns, experience is often the best teacher.

On the other hand, veterans who are jaded or cynical may not find a new lease on life as community policing officers. Some may have succumbed to the negative pressure of peers to the point where their ingrained attitude about the department and about the public would make it hard for them to succeed in a job that requires reaching out to people to establish trust. Others may disagree with the philosophy to the point that nothing can change their minds. Keep in mind that officers who do a great job as traditional police officers may not be good community policing officers, because the job requires different, additional skills.

Selection Criteria

The following is a list of selection criteria that one department uses for the job of community policing officer.

- The expression of interest and qualifications for the position.
- The ability/willingness to physically withstand the rigors of walking throughout the assigned neighborhood.
- The willingness to work flexible hours as community needs dictate.
- The ability to communicate effectively with all levels within the department and with the general public.
- A previous work history that demonstrates dependability.
- The ability to work independently with a minimum of direct supervision.
- Written communication skills, demonstrated via a one-page original document as directed.
- An interest in the position and the ability to communicate effectively, as demonstrated in front of an oral interview board.

Conclusion

This section has attempted to present in as much detail as possible what officers actually do on the job. It must be kept in mind, however, that these are general guidelines and that there will be variations depending on the jurisdiction and the problems identified.

Questions and Answers

What are some of the first things that should be done by a department that is contemplating community policing? First, educate everyone from the top down, including civilians. Next, secure input from the citizens regarding what their problems are, possible office location, and role of the officer. Third, establish a specific job description and role definition for the officer. Before the officer is actually placed in the beat area, he or she should be given some time, a week or two, just to observe the community and to build upon any information about the strengths and weaknesses of the community.

What are some of the first things community policing officers should do when they begin? One of the first things, obviously, is for the officer to understand the beat area, identifying strengths and weaknesses. The officer should take time to drive around and become familiar with the roads, the businesses, the churches, and the neighborhood in general. Then the officer should go door to door, to meet as many of residents as possible, with a letter explaining what the community

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police officer's role is. These letters can also be posted in businesses and on bulletin boards, and the media can help. Officers can also attend business meetings, civic meetings, and spread the word that they are in the community, giving the location of the office and office hours. Officers should do everything possible to get the word out that they are there to help identify and solve problems.

How should the beat be selected? The selection of the beat depends on many factors, ranging from the amount of crime and disorder in the area to the density of population, the number of juveniles, and the amount of community organization that exists. Obviously, density of population is a major consideration, because an officer will have difficulty walking in an area that is sparsely populated. Within a 6- to 8-month period, the officer should be able to visit every household in the area, talking to residents or leaving them a calling card or flyer explaining his or her role. If the officer cannot literally knock on every door in that time, the beat is too large. Remember that the officer will be doing much more than just walking and knocking on doors. He or she will be responding to complaints, organizing the community, and performing other job functions. As a rule of thumb, err on the side of making the beat too small. Once the officer gets the beat under control, with citizens' help, it can then be expanded.

Where should the decentralized office be? It does not really matter where it is—a school, a church, a business, or an apartment house—as long as the officer is accessible to the community and does not become co-opted by any particular group: school officials, business people, or other special interests. It is useful to have neighborhood residents volunteer to answer telephones and perform other necessary activities. If the office is large enough, it can become a place where citizens interact with both the officer and other residents.

How does a small department that only has two or three cars out at a time maintain beat integrity when cars answer calls all over the jurisdiction? What departments do in this case is assign a particular area of the city to the officer. He or she will be expected to handle calls all over the city if the other cars are busy, but, on free patrol time, he or she will go back to the assigned area, get out of the automobile, and develop the rapport and the relationships necessary to make community policing effective.

Why do officers enlist the community in activities such as community cleanups, painting, and flower planting that enhance the beauty of the community? If this question is raised by regular officers, supervisors can say, "Why don't you talk to the people you are arresting: the drug dealers, the buyers, and the prostitutes and the disorderly people, and ask them why they ply their trade in particular areas?" Predictably, these officers will find that these persons ply their trade in areas that are disorderly, unkempt, and look disorganized, which acts like a magnet for predators. That is why cleanup is such an important aspect of community policing. Once a community looks like it has pride, then predators are less likely to perpetrate their deviant behavior there. The point of this discussion is also that when questions arise, turn them back on the questioners so they find their own answers. The community policing officer and supervisor should not have to feel the pressure to answer all of the questions, often becoming defensive and abrupt in the process.

Will there be displacement of crime with community policing? The answer is yes, there will be some displacement—for example when drug dealers are pushed out of one area into another. But if that area becomes vigilant and citizens are involved with the police, the constant moving around of the drug dealers may ultimately either convince them to quit selling drugs or to seek treatment if they are addicts. The long-term solution is to have all neighborhoods become active so that there is no place for the “deviant” people to hide.

Should there be “community-oriented public service,” not just community policing? The Neighborhood Network Center concept is an example of decentralizing and personalizing other public services. Bringing services closer to the people will enhance delivery and increase accountability.

Does the community policing officer answer radio calls? The community policing officer is a full-service police officer and should therefore answer radio calls. Community policing officers can even provide backup on serious calls if they are in the area. One of the negatives of answering calls, however, is that the officer may get bogged down and just begin reacting and not doing the organizing and preventive work necessary to make community policing effective. If this happens, the officer can be relieved at certain times or hours of the shift to work on identifying a certain problem and solving it. Ideally, the officer should be able to react to calls intermittently. After the officer has developed a rapport with the community, citizens will be patient and often will wait for a response if the officer cannot get there right away. Even if the officer is off duty, citizens will often wait to discuss particular problems with their community policing officer. There should be a balance, but the officer should always take some calls.

If the residents of the area move frequently, can community policing be effective? The more stable the population, the more the residents have a “stake” in the community. The existence of transient populations should not be an excuse not to implement community policing, however. It may be more difficult, but there are always stable elements in any community (businesses, churches, etc.) In addition, whether the citizens are permanent, semi-permanent or transient, they all have a concern for their safety, and that can be the focus for community involvement.

What is an example of an innovative community policing technique? Some community policing officers keep track of deaths in their beat area. When the funeral and visitation times are identified, the officer can make an extra effort to patrol the residences of people who will be attending, denying those who search obituaries for potential victims the opportunity for burglary. Officers can merely leave a calling card in the door to say that they were there, protecting the citizens’ property. Obviously this sends a positive message about the police department and the officer, and it may prevent a burglary. Officers on all shifts can participate in this kind of activity.

How can the community policing orientation be applied to a traffic problem? Traffic is a concern, not only because people drive too fast but because of problems like drunk driving. The conventional approach is usually to issue a citation or make an arrest. A community policing approach may include giving speeders

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a warning and a confidential survey, asking them how the area could be made safer, and how they can be encouraged to slow down. They can tell why they disobeyed the laws, and then give input to help solve the problem. In one community, the problem was that all of the recreational facilities were closed between 3:00 p.m. and 6:00 p.m. for maintenance. Once these hours were altered and most of the facilities were opened, the erratic driving was reduced because the high school students were now using the facilities.

Are barricades and other obstacles effective in supplementing community policing? Barricades and other gimmicks and gadgets are, by themselves, a short-term solution, but can be useful as part of an overall community policing plan. They can give the citizens a false sense of security, transmitting that there are "quick fix" solutions to serious crime problems. In addition, barricades merely push the problem from one area to another, sending the message to predators that they are winning and that their behavior has greatly inconvenienced law-abiding citizens. The cause of the problem needs to be dealt with, not just the symptoms.

How does community policing address graffiti, and what can be done to deal with it? Graffiti is a symptom of problems in the neighborhoods, even if it is not gang related. If the young people have the time and the energy for graffiti, that time and energy can be channeled into constructive purposes. Some courts require that probationers perform cleanup projects and paint over graffiti. However, it needs to go beyond that, and activities need to be developed to help the young people be constructive and learn long-term skills. Recreation activities like leaving high school gyms open at odd hours and using volunteers to supervise the activities are examples of helping young people use their time constructively. Also, art classes and contests can be started to channel their graffiti "talents" into positive directions. There needs to be not only enforcement but also self-enriching activities.

Has the use of cameras and video cameras been successful in combating drug problems in the neighborhood? The use of cameras where citizens mobilize to take pictures of, for example, the license plate numbers of drug customers has been useful as one method of discouraging drug dealing. This, however, is limited to buyers who live outside of the neighborhood. This is not as successful with local drug buyers because they walk to the transaction. With these offenders, there needs to be enforcement, treatment, and prevention.

How do you deal with landlords who continue to rent to drug dealers? Some cities have code enforcement laws that allow boarding up the house if there has been more than one drug raid on the house in a specified period of time. In some community policing efforts where the landlord cooperates with police, the community policing officer can be present when potential renters view the apartment. The presence and the "tact" of the community policing officer can discourage drug dealers from renting. Also, the law-abiding landlords and the community policing officers citywide can have a coordinated communication effort to make sure that drug dealers do not just move from one area of the city to another.

How can a community policing officer deal with stalking? The conventional way to deal with stalking is either to use surveillance or, if the stalker is using the telephone, to put a "tap" on the telephone. In community policing, there would be more community involvement. Neighbors would be made aware of the problem; they would be on the lookout for the stalker. If the victim gets a disturbing phone call, a concerned neighbor could be called to provide comfort. The community policing officer, after having identified this particular problem, may use some surveillance in the traditional police sense but he or she will more actively involve the community.

Can officers who work the night shift be involved in community policing? They can be both a direct and indirect resource for community policing. Directly, they can get to know the neighborhood and its problems. For example, they may leave their calling card at 3 a.m. if they find a garage door left open. A note on the card can caution residents about theft and that they should keep their doors closed. Indirectly, they can use their "dead" time to help the afternoon and day shifts come up with creative solutions to problems that are occurring in the beat area. The night shift often has more "quiet time" to think.

Why is the police officer the leader of the community-based team of service providers? Basically because no other profession is providing leadership. Also, the police officer, with the help of the citizens, needs to make the area safe so that the other service providers will be safe and comfortable working in the neighborhood. In addition, the police officer has the most intimate knowledge of the strengths and weaknesses of the area, and he or she has the widest range of alternatives, from a pat on the back to the use of deadly force.

Is confidentiality a problem when several different professionals are interacting together in a setting like a Neighborhood Network Center? It does not need to be a problem because there is always much "give and take" informally between professionals. The problem arises when the best interests of the client and the community are not considered. The same rules of professionalism and respect for rights should guide behavior in the Neighborhood Network Center as in any professional setting.

Is community policing practiced in all areas, regardless of population? In heavily populated areas, the officer can interact with a large number of people in a limited space. However, if the population is spread out, the officer can go where people congregate, such as athletic events, church functions, and business meetings, to name a few. As long as the officer has enough time, he or she can adjust to population density. Community policing is especially effective in high-crime areas.

After "cleaning up" a drug area how do you keep it from going back to the way it was? The police can "take the beach" but the citizens of the neighborhood have to "keep the beach." The community has to be vigilant (not vigilantes) to make sure the neighborhood stays clean. Citizens need to be continually involved, observant, and doing volunteer work—keeping the lines of communication open with their police department and other agencies in the community.

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Is working with juveniles an important element of community policing? Community policing is full-service policing, both reacting to crime and working to prevent it. Prevention means that potential criminals will need to be discouraged from engaging in deviant behavior. Prevention efforts need to focus on young people. Therefore, working with young people is an important element of community policing.

How important is the media? The media can educate the community about community policing: what the role of the officer is, the role of citizens, why people must be patient, and the fact that community policing is a long-term endeavor. Citizens may have to put up with longer response time in nonlife-threatening situations, for example, because officers are taking more time to identify problems and develop long-term solutions. Citizens may have to do more for themselves, so that the officer's free patrol time can be used to deal with long-term problems. The media can help inform the public and can write positive stories on what is happening in the community.

Will the media be receptive to doing positive stories about the accomplishments of community policing? They will do positive stories, but they often do not know what is happening unless you tell them.

Should officers be allowed to talk to the media? Some police departments are reluctant to have officers talk to the media, arguing that they may jeopardize a particular criminal case. Most police administrators can be convinced, however, that the community policing officer can talk to the media about what is happening in the community and what the community is doing to solve problems. A part of the officer's role should be dealing with the media and developing useful information for community newsletters.

Should community policing officers attend separate roll calls? Community policing officers may not always start and end their shifts at the same time as other officers, so it may be difficult to have a common roll call. When possible, however, they should attend regular roll call so that they can be seen and, most importantly, so that they can share information and exchange ideas, and involve the regular officers in solutions to problems. The more interaction that takes place between community policing officers and regular officers the better.

Do community policing officers work all shifts? The community policing officer works 40 hours a week, but the beat is covered by the regular patrol officer 24 hours a day. Because community policing needs to reflect the strengths and weaknesses of the neighborhood, the community policing officer may work any shift or overlapping hours of two shifts. Ultimately, however, all officers should be community policing officers.

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