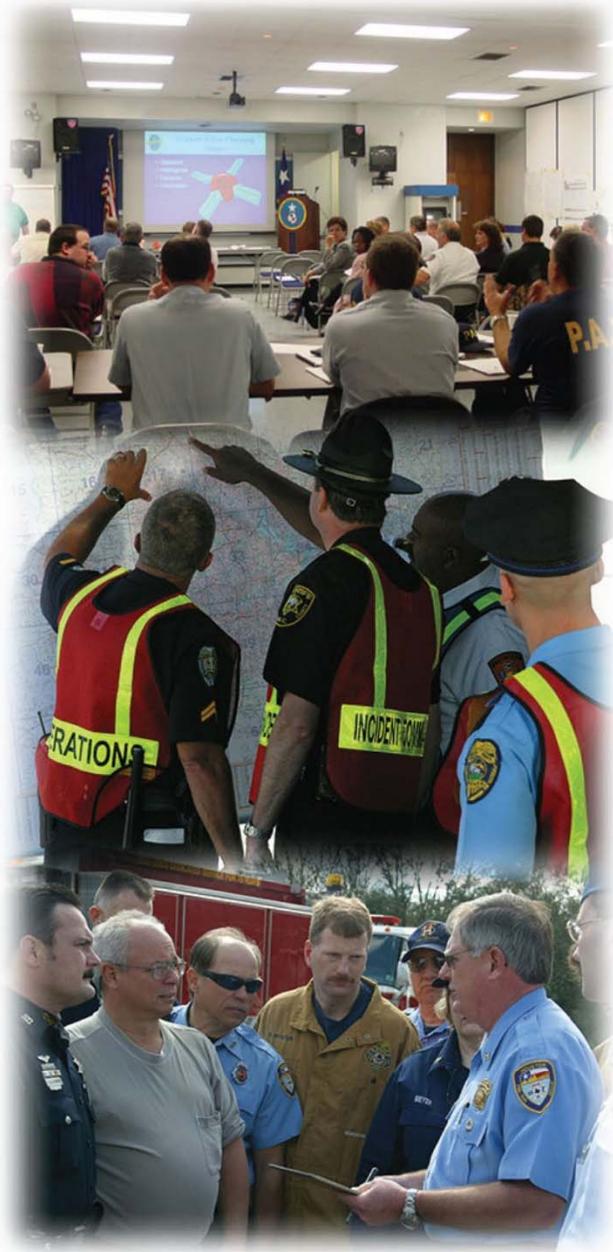


St. Petersburg College

Center for Public Safety Innovation



Introduction to Community Policing

8 hr.



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Community Oriented Policing Services
U.S. Department of Justice

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CENTER FOR PUBLIC SAFETY INNOVATION



Introduction to Community Policing

Course Manual

This project was made possible by a cooperative agreement #2002-CK-WX-K025
awarded by the Office of Community Oriented Policing Services (COPS),
United States Department of Justice.

Points of view or opinions contained within these documents are those of the authors and
do not necessarily represent the official position of the United States Department of Justice.

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Revised - March 2014

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Unit One:

Purpose of the Course

The purpose of this course is to provide participants with an understanding of the history and development of community policing, the fundamental elements of the community policing philosophy, and its implications for police operations.

Participants will develop an understanding of the importance of engaging community residents in collaborative partnerships for identifying and resolving community problems. They will become familiar with the _____
_____ and suggested methods of developing partnerships.

Participants will develop an understanding of a nationally accepted model for solving community problems. They will use the _____
_____ to address several example community problems to enhance their understanding. Participants will recognize the importance and benefits of _____ their problem solving projects.

Topics will include:

- Introduction to Community Policing
- Police and Community Partnerships
- Introduction to Problem Solving Policing
- Problem Solving Practical Exercises
- Action Planning
- Crime Prevention and Community Policing
- Resource Development

Learning Objectives

- To inform the audience about the development of modern policing
- To engage the audience in dialogue
- To facilitate a discussion about the paradigm shift from an efficiency model of police service to an effectiveness model

Unit Two:

Introduction to Community Oriented Policing

Question: What was policing like before Sir Robert Peel?

Answer: A Dictatorship; pure and simple.

Before Sir Robert Peel changed the face of policing, the King facilitated law enforcement at his will. The rules of society differed from region to region. Often times the application or interpretation of the King's law was up to the discretion of the Commander of the militia on scene.

Seldom were the King's military troops dispatched to a village or township to deal with violations of the law. Often, law enforcement was dealt with by a _____

"Selective enforcement" resulted from the influence of personal agendas on the part of the community leaders and the law enforcers while impartial and fair application of societal laws was very rare.

One form of commonly used punishment was _____
_____. A person suspected of committing a crime was physically restrained and placed in public view in the town square with the hopes that the offender would be humiliated. Unfortunately for the accused, this type of punishment often took place before the suspect was officially tried for the alleged crime. Shaming was commonly practiced and readily accepted by society.

The practice of shaming is still used today, but the courts apply the practice after the accused has been convicted. The Ninth U.S. Circuit of Appeals recently upheld the constitutionality of a sentence which required a man convicted of mail theft to stand in front of the San Francisco post office wearing a signboard reading "I stole mail. This is my punishment."

The sentencing judge said the defendant needed to understand the "disapproval that society has for this kind of conduct."

The appeals court ruled the sentence was reasonably related to rehabilitation, deterrence, and public protection and did not violate the defendant's constitutional protection from cruel and unusual punishment. Historically the court has rejected other forms of "shaming" as punishment, however the court reasoned this sanction allowable since the defendant did remain free to seek a job.

The defendant had argued wearing the sign in public was simply “humiliation as an end in itself.” Most courts have used elements of shaming to punish drunk drivers (e.g., requiring them to display “Convicted DUI” license plates on their cars), corrupt police officers, domestic abusers, and thieves.

The Development of Modern Policing

In 1829, Sir Robert Peel presented the British Parliament with the first known proposal for a *professional* police force entitled “_____.”

This proposal initiated the formation of the Metropolitan Police Force in London.

In the proposal, Peel explained a number of factors he felt important to the effective operation of the public police force. These have since become known as _____ as follows:

1. The basic mission of the police officer is to _____ as an alternative to the repression of crime and disorder by military force and severity of legal punishment.
2. The ability of the police to perform their duties is dependent upon _____, actions, behavior, and the ability of the police to secure and maintain public respect.
3. The police must _____ of the public in voluntary observance of the law to be able to secure and maintain public respect.
4. The degree of cooperation of the public that can be secured _____ and compulsion in achieving police objectives.
5. The police seek and preserve public favor, not by catering to public opinion, but by _____, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws; by ready offering of individual service and friendship to all members of the society without regard to their race or social standing; by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.
6. The police should use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient to achieve police objectives; and police should _____ that

is necessary on any particular occasion for achieving a police objective.

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

8. The police should always direct their actions toward their functions and _____ by _____ by avenging individuals or the state, or authoritatively judging guilt or punishing the guilty.

9. The test of police efficiency is the _____ not the visible evidence of police action in dealing with them.

Peel's Principles are certainly as applicable today as they first were in 1829.

The first full-time police force was established in New York City in 1844 under a policing system now called the _____. This concept was copied by many other cities as they developed their own police departments. Under this system, the police departments found themselves closely tied to the cities' political systems. Many local ward politicians were in charge of hiring the police officers for their jurisdictions.

In the 1920's, criminologist _____ formulated the professional model of policing entitled *The Policeman as a Social Worker*. Volmer's goal was the expanding of the police role in society by _____ in law enforcement, placing officers in mobile police vehicles, and using modus operandi files to assist in the investigation of crimes.

In the 1930's, _____ work, entitled *Police Administration* spearheaded a movement to professionalize policing and stressed three main components:

1. Preventive patrol
2. Rapid response
3. Follow-up investigation

O. W. Wilson also believed that police officers should be _____, and could only fit the mold of a good officer if they were a certain height and weight. When he was appointed Chief of Police at the Chicago Police Department, hiring guidelines based on these hiring qualifications were put in place.

After a period of great public conflict in the 1960's, the police found themselves taking a good deal of criticism as they were the most visible sign of government.

Problems Noted with the Professional Model of Policing

In 1968, _____
was convened to examine the current state of policing in the U.S.
Many suggestions to professionalize policing were presented by the
Commission; for example there was a call to _____
_____.

Beginning in the 1970's, federal money was allocated to conduct
research on police practices and strategies. Different aspects of the
professional model of policing were put to the test during that period.
First noted among them were the early 1970's Foot Patrol Experiment
in Flint, Michigan and the _____
implemented in agencies across the nation, to include the _____
_____.

A study by the Bureau of Justice Statistics had determined that the cost of
police, courts, and corrections in the United States had risen to a record
\$167 billion a year. Today, more than two million people work in the
criminal justice system nationwide with about half of them employed by
police agencies.

While the number of arrests and court cases has only increased by about
10 percent in the last twenty years, the greatest increase has occurred
in the _____
where the jail and prison inmate population has tripled, and spending has
increased six-fold. This statistic reflects the growing punitive nature of
our justice system.

About _____
at the state and local level are devoted to criminal justice; the same
amount as is allocated to health care.

What is the relationship between spending and crime rates? It has been
shown that the states that spend the most on crime control actually have
the highest crime rates. California and the District of Columbia are two
jurisdictions that spend the most (per capita) and also have the highest
crime rates.

If the current fiscal trend continues with states hard pressed to find
the funds to support programs, what is likely to happen if spending is
reduced on the police and prisons? If the aforementioned relationship is
valid, could reduced spending lead to lower crime rates?

Unit Three:

Community Policing Defined

Learning Objectives

- To provide a basis for understanding that community policing is a philosophy built upon a specific organizational strategy; and it is not another program or project
- To identify a clear definition of community policing based on essential principles
- To explore how the principles of Community Oriented Policing are applied
- To develop an understanding of the philosophy of Community Policing

Policing Strategies

The dominant policing strategies of the 1990's include the following models:

Traditional Policing: in which the police take a _____ in dealing with crime problems for the community. This is the typical 911 driven environment that is purely reactive to the criminal element and calls for service within a community. The reactive strategy is perhaps the most frustrating stage for both the officer and the community. The officer seldom has the feeling that he/she is making a difference in society, and is often asking the question, "Where does it end?"

Problem Oriented Policing (POP): seeks to add _____ to those considered under traditional policing. POP deals with crime and crime control through an analytical process. Crimes reported to the police may be the visible symptoms of a deeper underlying problem within a particular neighborhood. POP generally has minimal input from the community or other public agencies that work in the area. Both the problems and their solutions are viewed through the eyes of law enforcement alone. This method usually leads to traditional solutions that address the symptoms of a greater problem.

Community Oriented Policing (COP): emphasizes the creation of an effective _____ through a collaborative problem solving partnership. The community is empowered to become involved in the analytical phases as well as implementing potential solutions. Perhaps the two most important issues addressed in the COP strategy are empowerment and education. Education is often seen erroneously as a non-essential part of law enforcement, reserved for a small number of officers in the Crime Prevention Unit. Educating a community can often be the quickest way

to reduce calls for service. COP refocuses the goal of police work from efficiency to effectiveness.

Understanding the Philosophy of Community Policing

The success of community policing lies in building a new community-based partnership where the police, the communities they serve, and other agencies band together in mutual trust. Together they can address contemporary concerns such as crime, the fear of crime, illicit drugs, social and physical disorder, neighborhood decay, and the overall quality of life in the community.

The goal of community policing is to _____, so that they can help make their neighborhoods better, safer, and healthier places in which to live, work and in which to raise their children (quality of life).

Agencies should strive to allow communities to _____. The inherent nature of law enforcement officers is to rescue members of the community as the officer takes it upon her / himself to solve all the community problems. The truth is, the greatest numbers of citizen calls for service are not criminal in nature.

This chapter will provide an overview of the philosophy and practice of community policing, including the principles upon which it is based. This chapter will show how community policing provides a fresh approach in creative problem solving which can be applied to crime, fear of crime, social and physical disorder, and _____. By understanding community policing concepts, communities can become empowered to solve many of their non-law enforcement problems before those problems evolve into a criminal violation.

Principles of Community Oriented Policing

Community policing is still policing regardless of what the reader has heard to the contrary. The _____ are still vitally important and officers at all levels in the organization can embrace the philosophy and not endanger time tested traditional policing methods.

Community Policing Principles include:

- Shifting the focus of police work from responding to individual incidents to addressing problems primarily identified by the community and the police. Community stakeholders can employ problem-solving approaches to supplement traditional law-enforcement methods.
- Citizen and Officer empowerment are paramount. Officers must be permitted to work with the community so the responsibility of problem solving can be shifted to the community. This process takes time, trust and commitment from all levels of the agency.

- Community policing requires top-down agency-wide commitment to developing new skills through training and experimentation with new approaches to solving long term community problems.

Neighborhood crime watches and neighborhood associations foster communication within a community. Phone chains, neighborhood meetings and informational flyers can help keep residents informed. An informed community is more inclined to work together and community members can be made aware that:

- There is a difference between suspicious and dangerous people. A two or more person crime watch patrol that confronts a small group of juveniles in a neighborhood park when the park is closed sends a message that the park is being watched. Likewise, merely driving into the parking lot with the headlights fixed on the juveniles might have the same effect.
- Educational programs such as victim awareness classes and home security surveys are ways citizens can reduce the chances of becoming a crime victim.
- Homeowners associations can enforce association by-laws for the good of the community. Members can be educated as to their applicable rights and obligations under Florida State Statutes.
- A notarized letter of trespass on file in the police communication center, or a key/code to a gate are good examples of police acting legally on behalf of the citizens of an organized community.

How Citizens Can Help Control Crime:

Current literature on community policing suggests that citizens can actively participate in controlling crime in five ways:

1. Citizens can _____.
2. Citizens can take an active part in patrolling and reporting suspicious people in their own neighborhoods.
3. Citizens can reduce their chances of victimization or causing neighborhood deterioration by studying ways to stabilize and improve their physical environment.
4. Citizens can place political pressure on political decision makers.
5. Citizens can authorize the police to act on their behalf.

It is becoming more evident that law enforcement alone, using traditional methods cannot turn the tides of crime. A community must police itself (see Peel's principles). The police can facilitate and assist in the process. Historically, police have erred in assuming they could do it all and they shouldered all the responsibilities for the communities they served.

Extensive efforts have been attempted to mobilize communities to increase reporting of certain crimes, correct annoying conditions in neighborhoods, and hold absentee landlords accountable for their property. Some police agencies have launched ambitious community oriented policing (COP) projects that allow communities to be co-producers and co-decision makers in police services.

Traditional vs. Community Policing

Question	Traditional	Community Policing
Who are the police?	A government agency principally responsible for law enforcement.	Police are the public and the public is the police: the police officers are those who are paid to give full-time attention to the duties of every citizen.
What is the relationship of the police force to other public service departments?	Priorities often conflict.	The police are one department among many responsible for improving the quality of life.
What is the role of the police?	Focusing on solving crimes.	A broader problem-solving approach.
How is police efficiency measured?	By detection and arrest rates.	By the absence of crime and disorder.
What are the highest priorities?	Crimes that are high value (e.g., bank robberies) and those involving violence.	Whatever problems disturb the community most.
What, specifically, do police deal with?	Incidents.	Citizen's problems and concerns.
What determines the effectiveness of police?	Response times.	Public cooperation.
What view do police take of service calls?	Deal with them only if there is no real police work to do.	Vital function and great opportunity.
What is police professionalism?	Swift effective response to serious crime.	Keeping close to the community.
What kind of intelligence is most important?	Crime intelligence (study of particular crimes or series of crimes).	Criminal intelligence (information about the activities of individuals or groups).
What is the essential nature of police accountability?	Highly centralized; governed by rules, regulations, and policy directives; <u>accountable to the law.</u>	Emphasis on local accountability to community needs.
What is the role of headquarters?	To provide the necessary rules and policy directives.	To preach organizational values.
What is the role of the press liaison department?	To keep the "heat" off operational officers so they can get on with the job.	To coordinate an essential channel of communication with the community.
How do the police regard prosecutions?	As an important goal.	As one tool among many.

Unit Four:

Police/Community Partnership and Problem Solving

Purpose of Session

One of the central aspects of the community policing philosophy is the police and neighborhood residents forming collaborative, problem solving partnerships. The success of such partnerships depends on the active _____

_____. Resident mobilization plays a critical role in improving communities by enabling the residents to take a different view of themselves and the role they play in their own neighborhoods.

Motivating residents to become active within their neighborhoods requires that they be encouraged to get involved with the very early stages of problem solving and problem identification. Neighborhood residents have an intimate knowledge of the problems facing their community and they can provide keen insight into the nature and significance of these problems. By encouraging residents to help gather and analyze information on crime and drugs, develop neighborhood specific strategies to address the problems, and help to actually implement the plans, they are more likely to feel ownership in the problem solving process and ultimately in their neighborhoods.

Learning Objectives

- To acquaint participants with the nature and importance of police-community partnerships
- To describe the essential elements of developing partnerships
- To provide helpful ideas in setting up and conducting police-community meetings
- To explain the steps involved in problem oriented policing
- To acquaint the participants with the SARA (Scanning, Analysis, Response, and Assessment) model

The Nature of Police Community Partnerships

Successful mobilization of community residents requires an _____

_____. Robert Coates of the National Crime Prevention Council describes two types of mobilization: spontaneous and planned.

Spontaneous mobilization is an emotional, _____ by neighborhood residents to an _____

incident (or series of incidents) that is perceived as a crisis. This type of mobilization effort quickly dissipates when residents believe that the crisis is over. Little long-term impact upon the attitudes or behavior within the neighborhood results.

Planned Mobilization (PM) is more proactive and goal-oriented in nature. This _____ involves the education, motivation and organization of neighborhood leadership and residents around a plan of action for resolving identified problems or meeting assessed needs. Planned mobilization is primarily concerned with planned and sustainable change within a neighborhood. PM is more related to causes and conditions than it is with crises and catastrophes. PM is also more likely to yield _____ than immediate responses to a problem and enable residents to create or preserve an environment consistent with their values.

Policing can be an extraordinarily complex endeavor requiring an in-depth understanding of the current social, political, and behavioral problems and the rapid changes that are occurring in our society. The multitude of factors that influence the day-to-day behavior of police officers need to be understood and appreciated.

The Problem Solving Process

It is important to remind the officer that problems are perceived at different perspectives for different people.

Example:

A minor traffic crash is not a major issue in the life of a patrol officer, yet for those involved in the crash it can be a life-changing event. The citizen may be late for work, and now they have to deal with insurance issues, and their day-to-day routine has been disrupted. The average officer deals with many traffic crashes over the course of their career, however they are not directly involved in the aftermath of the event. Death or serious bodily injury does not have to occur in order for a person's life to become much disrupted.

The secret to success in problem solving involves identifying the common pattern in a series of incidents. This pattern analysis should help identify the root cause of the problem. Often police officers only deal with the ____

_____. Over the course of a career this results in a great amount of psychological frustration on the part of the officer. The gratification of seeing long-term results can be a positive motivating factor for both the officer and the community.

Often agencies hit a brick wall when attempting to collaborate with a community. The practice of continuously committing resources to deal with symptoms and not causes almost always leads to very minimal results. A community can _____ that always seems to be working on problems but never seems to solve the problem.

The end result is a community that does not want to become involved in the problem solving process and shows little or no concern about the problem or faith in the agency. Officers should remember that it is not the agency trying to work with the community, but rather the individual officers themselves.

Key Elements of Problem Solving (Problem Oriented Policing)

A problem is the basic unit of police work. A problem is a _____

A problem is something that concerns or causes harm to citizens – not just the police. Events that concern only police officers are important, but they are not *problems* in the community definition of the term.

- Determine if the events are a concern to the community. This is often done through community surveys, public meetings, or a multi-voting process. (*The multi-voting process is discussed in the Problem Solving course.*)
- Determine if the events fall under the jurisdiction of the police. The majority of police service calls are not criminal in nature, but can develop into criminal activity if not addressed. Communities have the availability to call upon agencies that are trained, equipped, and funded to deal with their concerns. Police work usually shows little concern for educating a community, yet education is a key element in addressing events. The educational process can eventually lead to a reduction in calls for service.

Deal with conditions, not quick fixes. Addressing problems means more than quick fixes; it means dealing with conditions that create problems.

Perform systematic investigation before solution. Police officers must routinely and systematically investigate problems before trying to solve them. Individual officers and the department as a whole must develop routines and systems for investigating and analyzing problems.

The problem must be accurately described. Problems must be _____ and _____ broken down into specific aspects of the problem. Problems often are not what they initially appear to be.

The problem must be understood by the persons affected. Problems must be understood in terms of the various interests at stake. Individuals and groups of people are affected in different ways by a problem, and they have different ideas about what should be done about the problem.

Limitation of current response must be acknowledged. The way the problem is currently being handled must be understood and the limits of

effectiveness must be openly acknowledged in order to develop a more effective response. No agency has access to _____

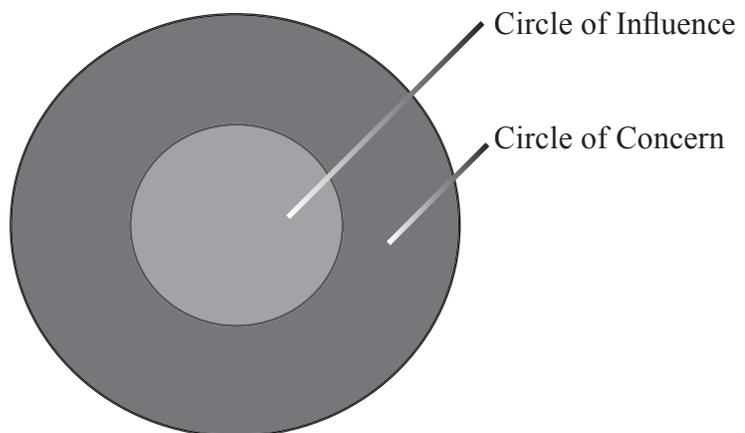
Consider all possible responses. Initially, all possible responses to a problem should be considered. Suggested responses should follow from what is learned during the investigation. Responses should not be limited to nor rule out the use of arrest.

Solve problems PROACTIVELY rather than reactively. The police must _____
It is important to keep in mind how addressing one concern can have an overwhelming positive effect on other related problems.

Police subordinates should have discretion. The police department must increase police officers' and detectives' freedom to make or participate in important decisions. Officers must be held accountable for their decision making.

Evaluate results of new responses. The effectiveness of new responses must be evaluated so the results _____
_____ and the department can systematically learn what responses have been effective.

Problem Solving Diagram



• Circle of Concern

These are issues that we as individuals are concerned about. They do not directly affect our daily lives, yet indirectly influence everyone. War, world hunger, and the national economy are some examples of issues that we are all concerned about to some degree; however, we do not have the ability to change these issues.

- **Circle of Influence**

These are issues that directly impact our daily lives. As individuals, we can directly influence these issues. Over a short period of time we can change the impact of these issues on our society.

Unit Five:

SARA Problem Solving

Method

Purpose of Session

During this session, the participants will be introduced to the SARA problem solving method and briefed on similar police problem solving methods. This session will prepare the participants to actually apply the SARA problem solving steps to a problem.

Learning Objectives

- To explain the SARA process and to understand the main components of the four-step problem solving model.
- To identify the importance of community input in working through the four steps
- To explain how the community policing components of accountability, empowerment, service orientation and collaboration/partnership fit into community problem solving.
- To allow the participants to practically use the steps of SARA

Benefits of SARA

- Increases effectiveness
- Relies on the expertise and creativity of line officers
- Requires closer involvement with the public
- Provides a formal procedure to be used uniformly by the agency

The Steps Involved in the SARA Problem Solving Method

S—Scanning— The process of identifying the problem

A—Analysis—The process of understanding the problem

R—Response—The process of developing a solution to the problem

A—Assessment— The process of evaluating the effectiveness of the solution on the problem

More Problem Solving Information

Success in problem solving may come in a variety of methods and with a varying degree of success. Almost any effort to formally address a neighborhood problem will have some positive effect on the problem.

Other Effective Problem Solving Principles

There are several simple but effective principles to keep in mind about the problem solving process:

Don't take Anything for Granted

If part of the program is not working, then ask whether the organization should be doing the program at all.

Old Patterns May Hinder Solutions

Every organization has someone who says, "We've always done it that way." Maybe that's the problem! There may be a reason for doing something a certain way one time and perhaps that reason is no longer valid.

Trial And Error May Work As Well As Logic

Some solutions cannot be thought through in an orderly manner. If an idea sounds good, try it. If someone cannot make a program work, give someone else a chance.

Find The Essential Similarities In Problems

Several seemingly unrelated problems may be solved in similar ways. After solving a problem, take time to state the solution in general terms and publish your results.

Pay Attention To Group Processes

In the organization's efforts to identify, analyze, and solve problems, use observers to note how the solution was reached and the various roles the participants played. Sharing these notes on processes can turn group process into a learning experience for everyone.

Look At Problems From Different Angles

The more people that are involved in problem solving, the more points of view that can be brought into play. The story is told of a large truck stuck under a bridge. The best efforts of the highway patrol truck drivers, and garage mechanics could not pry it loose. Finally, a four-year-old boy who had been watching suggested the solution of letting the air out of the tires. For many problems, an outsider can often put his/her finger on the trouble quicker than those who are emotionally involved in the process.

Divide Problems Into Parts

Some problems are too large to deal with as a whole.

Anticipate Problems

Once a course of action is decided on, establish a "disaster position." List all the things that could possibly go wrong and what will be done in each case if the worse happens.

Take The Emotion Out Of Problems

Anticipate The Consequences

Before finally deciding on a solution, think about how the solution might affect everyone else in the organization.

Learn From Losing

It is as important to know why a suggested solution did not work.

Documentation

Many agencies use a preprinted form or a database to track community problems being dealt with. The data collected can be very useful.

- Historical reasons: Most problems are reoccurring. The officer and community increase their chances of success, and reduce the time and effort in the problem solving process when they have an historical foundation.
- Summary reports: Documentation can be used to apply for federal funding and to justify future funding from local government agencies. Documentation is also used to evaluate manpower and resource needs.

Analysis of Problem Information

To understand a problem fully, the analyst must find and examine information about a variety of aspects of the problem. Data on three basic aspects of each problem will typically be required. It is important to know something about the actors involved in the incidents. This includes victims, offenders, and others – third parties – who witness the incidents or are directly involved in some other way.

Understanding the incidents themselves requires not only knowledge of the sequence of events, but also of the _____ of the events and of the immediate effects of the incidents. Responses to the problems by the community and its institutions are important because they affect the actors and sometimes contribute to the problem.

The analyst may use the list to help identify which types of information bear on the problem he or she is examining. The analyst can then determine where the required information can be found, and collect it. Some of the information on the list will be inapplicable for certain kinds of problems so the analyst should be sure to plan his or her information collection strategy carefully.

Assessment

How will you know if you accomplished your goal? It is important to go back after a period of time and _____ what you set out to accomplish. Some of the ways you may assess need to be considered at the assessment step. For instance, if you are dealing with gang graffiti, you may want to take a before and after photographs of some areas where the problem exists. You may want to rely on statistics

and numbers like those used in traffic enforcement studies. This stage is often forgotten since people get so committed to a certain solution they designed that they are reluctant to go back to the drawing board.

Purpose of Session

This session will allow participants to develop an understanding of the process of identifying resource needs and possible resources they can use when doing community policing. Officers involved in community policing will need to develop sources of information and support to use in identifying neighborhood problems as well as in developing strategies to use to resolve problems.

Unit Six:

Identifying Resources

Learning Objectives

- To acquaint participants with the process of identifying resource needs
- To show participants how to identify potential resources
- To make the participants familiar with many resources currently used by officers involved in community policing

Resource Development

Resource development is an essential instrumental function of community policing officers if they hope to be able to successfully address neighborhood problems. One police officer, working eight to 12 hours a day with limited resources can have a significant degree of positive impact within a neighborhood. The impact however will not be as encompassing as when residents collaborate in the effort. The collaboration can extend the influence of the police and CPO to a full 24 hours. With additional people constantly moving throughout their own neighborhoods with a heightened sense of educated awareness of neighborhood concerns, almost nothing can escape scrutiny.

For years the public has been programmed to identify problems in their neighborhoods and bring them to the police to resolve. Officers may have referred non police problems to other public service organizations or the problems remained unresolved but still remained an issue for residents.

Under the community policing philosophy, police officers _____ and _____ should be addressed. Some problems may be best handled by a codes enforcement officer, a fire inspector, a housing inspector, a domestic counselor, or other service provider.

Even these non law enforcement service agencies at times need a boost from the police in the form of an official or unofficial referral or a subtle inquiry as to the status of a complaint. Such inquiries work to re-energize efforts by the service organization in resolving problems.

As we have discovered through studies such as the *Broken Window Theory and Urban Decay* by Wilson and Kelling, _____ if left unattended.

Police officers must learn to master skills that they have used previously on a limited scale. Modern police officers must learn to be Resource Managers, constantly identifying new sources of information, new

social service providers, and neighborhood resources that can be tasked with addressing neighborhood problems.

The following information is designed to inform police officers charged with addressing neighborhood problems with the process of developing resources. Contained within these few pages are checklists of resources already identified and utilized by CPOs to address many types of neighborhood problems. The first step in the process involves a realization by police officers that:

- If police officers accept these statements as fact, they are already on the path to success.
- We have missed involving our best resource; our citizens, in solving problems.
- Since community members know a great deal about what goes on in their neighborhoods and have access to resources important to addressing problems, _____ to gaining valuable information and mobilizing coordinated responses to problems.
- Community policing recognizes that long term solutions require the involvement of the community and other governmental agencies. Problem solving encourages officers to draw on a wide range of sources of information and resources from outside the police department to analyze and address problems.
- To solve problems it is useful to learn about agencies, institutions and other relevant groups. Not all such groups are known to neighbors. Learning about resources is advantageous for personnel for on-the-job use (such as calling in a condition to the correct agency) and for citizen referrals. When the community knows who has specific responsibility for addressing their problems, they can hold that agency accountable for results, using tactics not available to the police.

Identifying Police Information and Activity

The following items help identify police and activity sources as well as community resources:

Information Sources - Internal

The sources of information available within a police department involve the _____, Among the formal information gathering sections are the records section, the crime analysis section, the intelligence section, the vice and narcotics section, criminal investigations, and the youth section. All crime and informational police reports are usually stored in the records section. When reviewed by officers in the analysis phase of the problem solving process, these reports can present background information on subjects in the neighborhood and activities that reflect the root causes of neighborhood concerns.

One of the most productive of the information resources of the police department can be the crime analysis section. This section reviews all

police reports, field interrogation reports and other documentation and stores the information in a database for instant retrieval and analysis. The analysts in a crime analysis section reviews all crime reports to obtain information on developing crime trends and patterns. Analysts compare the information in crime reports to the information received concerning individuals observed moving through the neighborhoods during the periods the crimes occurred. Area specific crimes such as those within a particular community policing area can be monitored to assist the community officer in arresting violators and preventing further crimes. Crime analysis sections may also publish the Daily Bulletin of Police Information, which contain "BOLO" (Be On the Look Out) lists for newly identified and wanted people and vehicles. Moniker or alias files may also be maintained by a crime analysis unit to assist officers in obtaining identities through nickname searches.

An intelligence section is another excellent source of information for the community officers. Intelligence sections gather information on gang activity especially when gangs involve people from other areas and the motorcycle culture. Intelligence detectives can assist officers and investigators in identifying the owners of property in a city or county through contacts with the county appraiser's office. This can be particularly helpful to community officers who need to identify absentee property owners who are not maintaining their properties and allowing them to fall into decay.

Community police and patrol officers may also gather information on drug related problems from a vice and narcotics section. Narcotics files usually contain not only information on those people arrested for narcotics violations but also background information on known and/or suspected acquaintances of the violators. _____

A youth section usually maintains all arrest files and information on juveniles. School resource and school liaison officers may be available as an information resource on the young people attending the schools within a community. School resource officers are in constant contact with students and receive continuous information about criminal acts and suspicious activities from other students. A youth section also compiles information on youth related gang activity. All reports containing juvenile gang information is forwarded to a Youth Section so that current gang members can be monitored.

A department's crime watch coordinators serve as a conduit of information about residents' concerns in specific neighborhoods.

_____ can be an excellent source of information regarding call types, repeat calls from same location, temporary peaks in calls for service, and a number of problems that come to the attention of call-takers but may never get formally communicated to street personnel. Communications employees may be able to identify crime patterns or commonalties between calls from individual neighborhoods. Many centers have computer aided

dispatch capabilities that can provide information about individual calls, series of calls, or workload by individual neighborhoods.

Sources of Information and Assistance - External

Elected Officials are often a source of information pertaining to concerns and complaints expressed by their constituency. These officials may have a depth of information about a neighborhood and its concerns that would benefit an officer working in the neighborhood.

Local government agencies often have work plans and provide services that could positively impact crimes, common difficulties, and complaints from citizens. The following is a brief list of some government agencies that can provide information:

Neighborhood schools are an excellent source of information on a variety of juvenile concerns including gang information, vandalism information, juvenile crime involvement, and school employee safety.

Community leaders are valuable information sources relating to problems of their constituents.

Local business groups can be an outstanding source of information about problems that affect area commerce and development. By working with these groups, community policing officers can discover problems that are common to a number of businesses or to a particular type of business. Discovering the commonalities of problems can be a large step forward to developing response strategies that will successfully address the problems.

Neighborhood watch can provide timely information about local problems regarding disorder, crime, and other complaints. This network has not always been utilized to its fullest. Frequent or constant contact and the exchange of information is a key to success of such an information exchange program.

Local newspapers and electronic news media are often overlooked by the police as valuable information sources. Law enforcement looks upon the media as an irritation and bother rather than a resource that can be used effectively. Media sources can often provide information about problems not detected from other sources and information regarding similar problems in other jurisdictions that may occur in any community. They can _____

Many departments are hesitant to distribute and _____

_____ because they are unsure of what information may come back from residents. Some say “don’t ask anything you don’t want to know.” Others insist that the proper policy is “don’t ask anything that you don’t already know the answer to.” In reality surveys can capture whatever information they have been designed to capture through the proper construction of questions.

Community Members in General

A number of community programs provide support to community policing initiatives and COP officers. City or county sponsored programs are often developed to address neighborhood decay that contributes to quality of life concerns within neighborhoods. Among such programs available in some communities are:

- *Great neighborhood* partnership programs representing comprehensive efforts to address housing needs and revitalization of older neighborhoods.
- Ongoing city or county neighborhood maintenance programs through systematic code enforcement and the Certificate of Inspection Programs.
- Codes enforcement may also coordinate a Neighborhood Conservation Program (NCP) which is a program intended to promote the preservation of sound housing and prevent deterioration by improving the condition and appearance of participating neighborhoods.

Discussion

To understand a problem fully, the police problem solver must find and examine information about a variety of aspects of the problem. Data on three basic aspects of each problem will typically be required. It is important to know something about the actors involved in the incidents. This includes victims, offenders, and other third parties who witness the incidents or are involved in some other way.

Understanding the incidents themselves requires not only knowledge of the sequence of events, but also of the social and physical context of the events and of the immediate effects of the incidents. Responses to the problems by the community and its institutions are important because they affect the actors and sometimes contribute to the problem.

Actors

At least two actors are required for most problems; _____
_____. For some problems it may be difficult to tell the two apart. This is particularly likely to be the case in *victimless* crimes, offenses committed between friends and relatives, some disorder problems and crimes involving business transactions. Others may witness a purse snatch or be neighbors who discovered a burglary long after the offender had fled, or friends of a shoplifter who took no part in the offense itself.

Responses

All problems result in some kind of community response, both among institutions such as government agencies and the mass media, and/or among individual citizens.

Appendix:

Problem Solving Guide

Where do I start? That is a common question asked by officers who have never used problem oriented policing to deal with beat problems. This form may be used as a systematic guide to assist officers in starting and working through POP projects. The items listed on this guide are meant to stimulate thinking about creative problem solving, not to limit officers to a standardized process that is appropriate for every problem.

Questions to be answered:

- Who said this is a problem?
- Originator of the complaint—citizen, civic group, elected official, Crime Analysis, officer, other city department, Chief's office, etc.
- Address
- Telephone

Scanning-PROBLEM (s) identified

- Crime problem (drugs, theft, burglary, robbery, auto theft, etc.)
- Environmental - crime related (litter, trash, abandoned vehicles, etc.)
- Location and time
- Actors involved

Immediate action taken Emergency Response

- Reasons for concern and immediate action

Analysis - Verifying the problem by collecting data

- Complainant/victim/defendant/witness interviews
- Formal/informal survey of area residents
- Personal observations
- Confer with other fellow officers
- Interview other social service agencies

- Interview private agencies
- Attend community/business association meetings
- Crime Analysis Reports
- Arrest reports
- Criminal extracts and photos for a defendant book
- Problem clarification—What else is known about the problem after analyzing it? What are the goals and objectives to deal with the problem?
- Did the nature of the problem change because of your analysis?
- Is there a need for additional data collection?
- Before initiating a response (*action plan*), make sure all parties involved agree to the problem restatement

Response-Actions taken

- High visibility patrol
- Conduct a community meeting
- Conduct a crime prevention meeting
- Storefront referral
- Conduct a confrontational problem-solving meeting
- Formal block or Neighborhood Watch
- Obtain assistance from other social/governmental agencies
 - The Mayor’s Office
 - The court system
 - The DA’s Office
 - The City Attorney’s Office
 - The school system
 - Department of Human Services
 - Department of Health
 - Department of Public Welfare

- Department of Recreation
- Better Business Bureau
- Licenses and Inspection
- Utility Companies

- Obtain assistance from the private business sector
- Obtain assistance from the media
- Obtain assistance the Housing Commission
- Obtain assistance from other Police Division Units
- Arrest
- Initiate an eviction process
- Asset forfeiture
- Tactical Action Plan
- Drug Abatement Task Force

Assessment-How effective was the response

- Compare crime and calls for service statistics for the times before, during, and after intervention.
- Compare resident or complainant attitudes and perceptions before and after intervention for positive change.
- Maintain a rapport with the original complainant to keep abreast of any further problems.
- Maintain contact with those agencies providing assistance.

Results: Were the desired goals and objectives outlined in the response (*action plan*) achieved?

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